

# CAMPBELLTOWN CITY COUNCIL CAMPBELLTOWN SPORT & RECREATION STRATEGY (2016 – 2036)

## REPORT SUMMARY

May 2017



Prepared by Otium Planning Group Pty Ltd

**Otium**  
Planning group

[www.otiumplanning.com.au](http://www.otiumplanning.com.au)

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The assistance provided throughout this project by the Project Steering Committee was much appreciated.

Otium Planning Group is also grateful for the support provided by Council officers, Councillors, facility

managers, state sporting organisations, Western Sydney University, Wests Leagues Club, Macarthur Regional Organisation of Councils, Leumeah High School and the NSW Department of Sport and Recreation.

In particular, we would like to thank Mark Berriman (Executive Manager Healthy Lifestyles, Campbelltown City Council) and Neal Ames (Sport & Recreation Coordinator, Campbelltown City Council) for their assistance and support provided throughout the project.

# SUPPORTING RESOURCE DOCUMENT

This Campbelltown Sport and Recreation Strategy Report Summary contains recommendations for the period 2016 to 2036. It summarises the strategic context and provides a synopsis of the background research and consultation that underpins the recommendations.

A separate Supporting Resource Document provides more detail on:

- › Study Framework;
- › Catchment Analysis;
- › Background Research;
- › Trends;
- › Supply Analysis;
- › Consultation Outcomes; and
- › Analysis of Current and Future Demand.



# 1 STRATEGIC CONTEXT

## 1.1 STUDY FRAMEWORK

The purpose of the Campbelltown Sport and Recreation Strategy is to:

Deliver a comprehensive and prioritised plan for the future development and management of sport and recreation facilities in Campbelltown City Council to 2036.

The study investigates existing facilities and development of new facilities. Analysis of parks, open space and stadiums are excluded from this study.

The study process comprised a four-stage methodology as outlined below:



### Stage 1: Research & Analysis of the Current Situation

- › Review of Background Information
- › Population Profile & Growth
- › Trends Analysis
- › Internal Council Staff Meetings
- › Analysis of Existing & Planned Provision
- › MACROC and Surrounding Region Provision
- › Supply Mapping of Sport & Recreation Provision

### Stage 2: Community & Stakeholder Consultation

- › Awareness Raising & Interactive Tools
- › Council Staff
- › Briefing Session with Councillors
- › Survey of Sport & Recreation Organisations
- › Community Survey
- › Survey of Schools
- › Discussions with MACROC and Neighbouring Councils
- › Community Meetings
- › Shopping Centre Displays
- › Interviews with Facility Managers
- › Interviews with State Sporting Organisations
- › Steering Committee Workshop
- › Interviews & Targeted Consultation
- › Discussions with Government Agencies
- › Best Practice Research

### Stage 3: Analysis of Findings & Future Demands

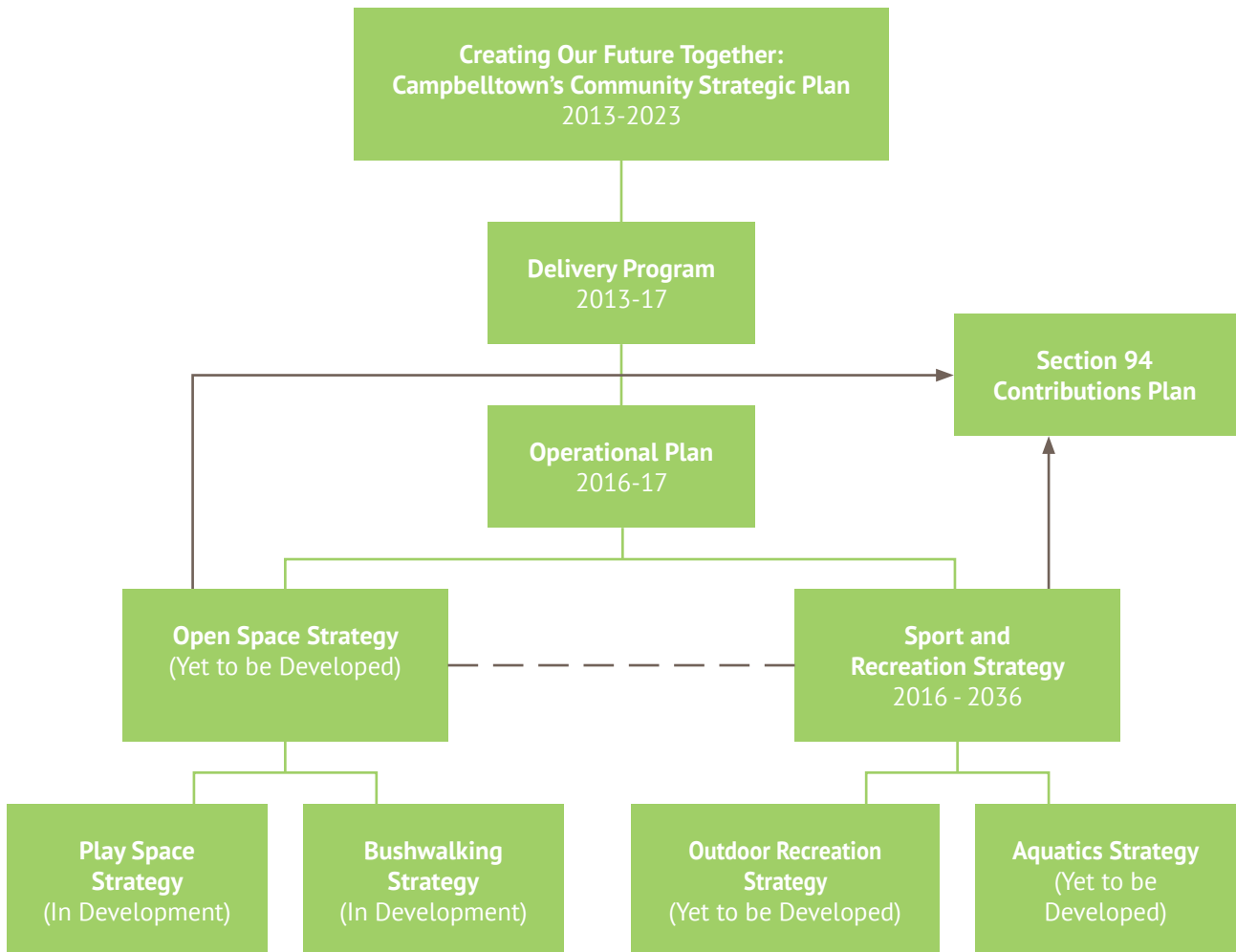
- › Detailed Issues/ Needs Analysis
- › Meeting with Council & Steering Committee
- › Preliminary Directions
- › Funding & Partnership Opportunities
- › Discussion Paper
- › Steering Committee & Council Workshops

### Stage 4: Outcomes & Recommendations – Draft & Final Reports

- › Draft Report
- › Presentation of Draft Report
- › Public Exhibition of Final Draft Sport and Recreation Strategy
- › Analysis & Presentation of Feedback
- › Final Sport and Recreation Strategy

## 1.2 CAMPBELLTOWN CITY COUNCIL PLANNING HIERARCHY

The Campbelltown Sport and Recreation Strategy 2016 – 2036 forms part of a network of Council's planning strategies incorporating Council's corporate, open space, sport and recreation related strategies. Outlined in the figure below is a summary of Council's planning strategies, their relationships and current status:



## 1.3 VISION AND GUIDING PRINCIPLES

In order to guide the analysis and the development of Strategy recommendations the following vision and guiding principles were prepared in consultation with Council

### VISION

Campbelltown City Council's community vision statement as outlined in the Community Strategic Plan 2013 - 2023 is:

A connected community with opportunities to grow in a safe and sustainable environment.

### VISION FOR SPORT AND RECREATION

Campbelltown City Council provides and maintains a variety of facilities to cater for the sporting and recreational pursuits of the community. A 'vision' for sport and recreation that is consistent with the expectations of Council and the Campbelltown community will provide a framework for Council's role in this area. The following vision is proposed:

Campbelltown City Council will facilitate accessible, sustainable and contemporary sport and recreation facilities, programs and services in order to support its community being physically active and healthy.

### GUIDING PRINCIPLES

#### Sustainable

Council will ensure current and future sport and recreation facilities are developed to support their long term sustainability by:

- › Implementing strategies aimed at maximising use of existing facilities;
- › New policy, planning, development and management practices that encourage the long term sustainability of current and new facilities; and
- › Developing new sport and recreation facilities as shared use, community hubs where possible.

#### Accessible

Sport and recreation facilities, programs and services will be accessible to the majority of the Campbelltown community by:

- › Delivering programs and services in locations easily accessed by the community;
- › Developing new facilities within active transport corridors;
- › Developing new facilities in future population growth areas; and
- › Prioritising facility development and upgrading in those areas underserved and with the highest population catchments
- › Providing sport and recreation opportunities that are available to all residents regardless of age, gender, culture, income or physical ability.

#### Adaptable

Council will implement sport and recreation strategies that are flexible and adaptable in order to:

- › Respond to changing trends in sport and recreation participation;
- › Respond to changes in participation rates of individual sport and recreation activities
- › Cater for formal and informal sport and recreation opportunities; and
- › Respond to new, emerging sport and recreation activities.

#### Increase Active Participation

Council will support the Campbelltown community to be physically active and healthy by:

- › Prioritising sport and recreation funding towards programs, services and facilities that encourage increased participation outcomes;
- › Supporting sport and recreation organisations capacity to effectively deliver participation opportunities; and
- › Facilitating a collaborative approach across Council departments in order to ensure broader City policy, planning, development and strategies align with Council's vision for sport and recreation.

## 1.4 CATCHMENT

The estimated population of the Campbelltown City LGA for 2015 is 156,572<sup>1</sup> and is expected to grow rapidly over the next 20 years primarily as a result of:

- › Greenfield and Urban Renewal Projects;
- › Glenfield to Macarthur Urban Renewal Corridor; and
- › Greater Macarthur Land Release Investigation.

Campbelltown City is estimated to grow by 87,465 people to 238,635 residents by 2026 and a further 103,823 to a total of 342,458 residents by 2036<sup>2</sup>. Over the period 2011 to 2036 Campbelltown City Council's population is therefore projected to increase by 191,288 people. The predominant increase in population will occur in the northern and southern boundaries of Campbelltown City, and are anticipated to primarily be within:

- › East Leppington;
- › Macarthur;
- › Mt Gilead; and
- › Menangle Park.

These anticipated growth areas currently have no sport and recreation facilities. Map 1 and Map 2 show the estimated population and growth areas in Campbelltown City as at 2036 population.

As Campbelltown has a younger median age (33 years) compared to NSW as a whole (38 years), participation in sport and recreation is likely to be higher. Further, Campbelltown has a significantly smaller proportion than NSW in the 75 and over age cohort and a larger proportion of residents in the 0 to 24 than NSW (refer to Figure 1). This is likely to increase demand for indoor and outdoor sport and recreation, and aquatic related facilities. With a higher proportion of young people, demand for new, emerging adventure sport options (eg. skate, BMX, Mountain Bike, climbing) may also be higher.

With a higher SEIFA<sup>3</sup> index of disadvantage (944.8) compared to NSW as a whole (995.8), participation in structured, formal sport and recreation activity may be influenced by the capacity of different communities within Campbelltown to pay. Programs and activities are likely to be price sensitive, particularly in communities with the highest index of disadvantage (refer to Figure 2).

For more detail on the Campbelltown City LGA catchment, refer to Section 3 of the Supporting Resource Document.

<sup>1</sup> <http://forecast.id.com.au/campbelltown/population-summary>

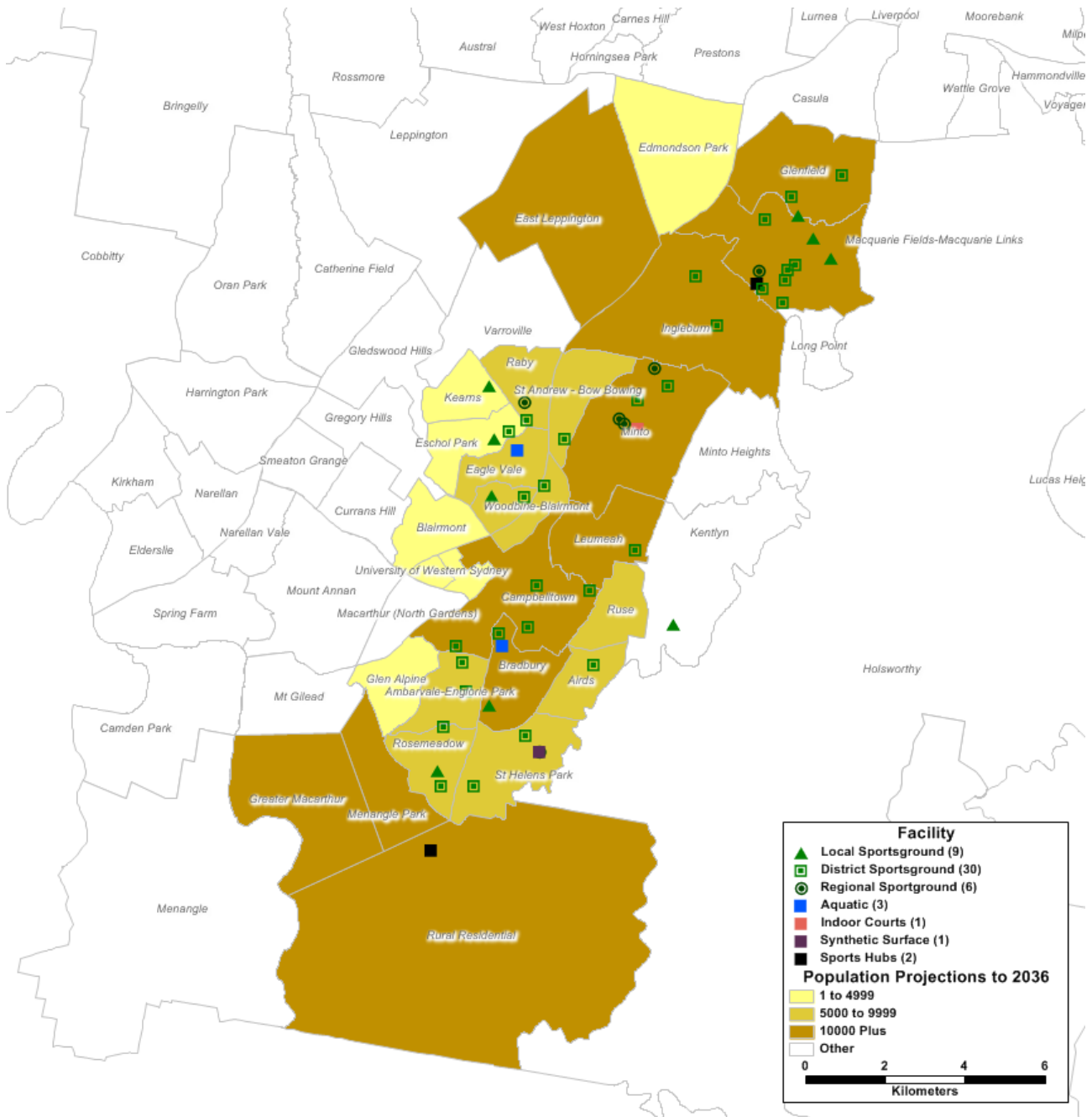
<sup>2</sup> Population estimates developed in consultation with Council

<sup>3</sup> The Socio-Economic Index for Age (SEIFA) is an index that measures an area's relative level of socio-economic disadvantage based on a range of Census characteristics such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. The higher the SEIFA score the lower the level of disadvantage is for that area.





Map 1 Campbelltown City Council LGA Estimated Population (2036)



Map 2 Campbelltown City Council LGA Estimated Population Growth (2011 – 2036)

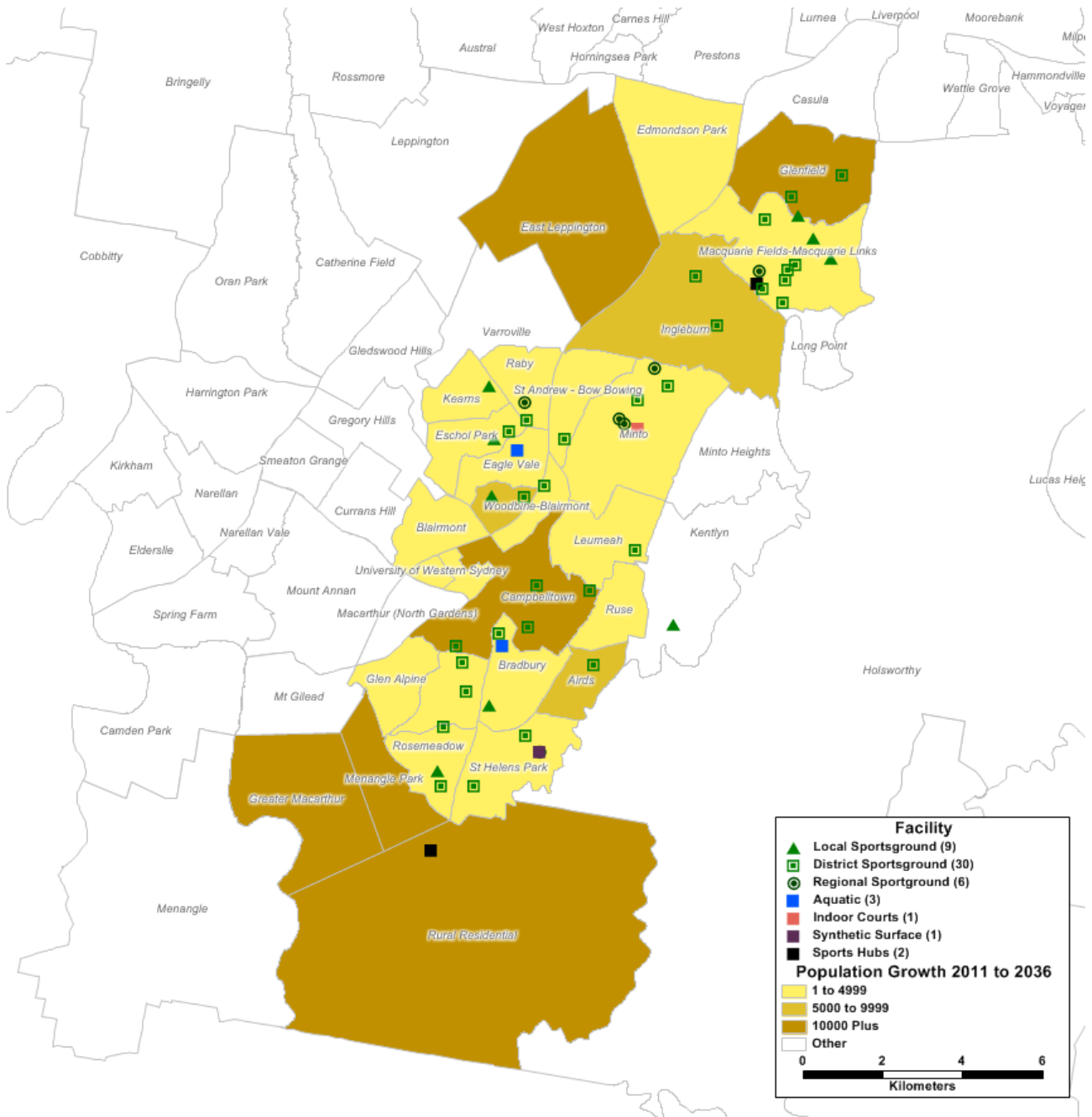


Figure 1 Comparison between Campbelltown and NSW Age Profiles

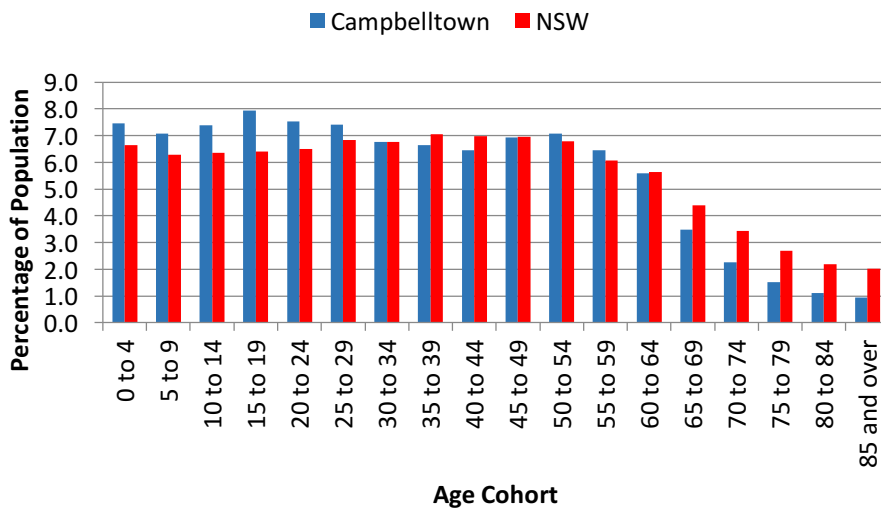
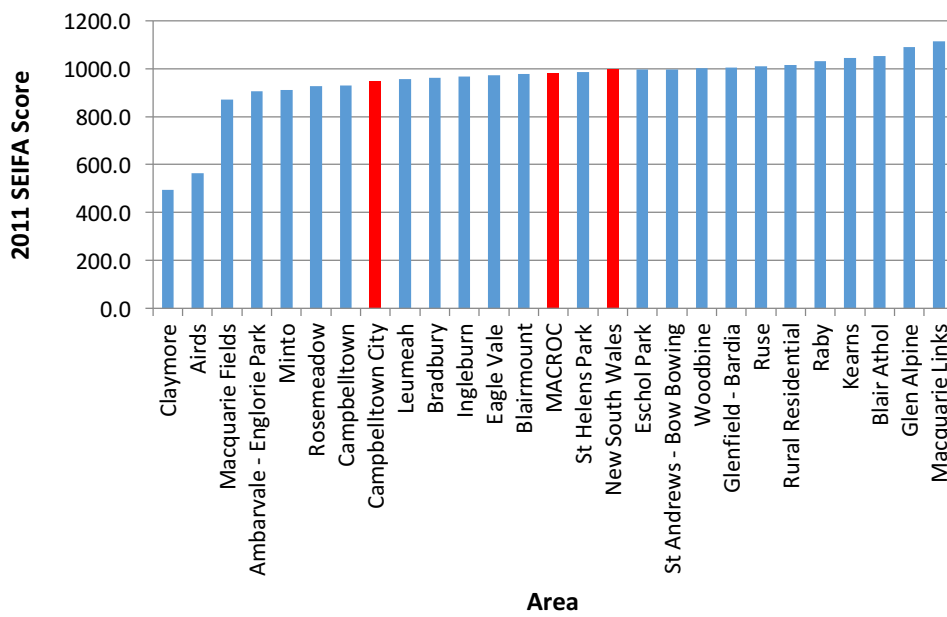


Figure 2 SEIFA scores for Campbelltown LGA areas



## 1.5 PLANNING

A review of planning documentation relevant to sport and recreation in Campbelltown City was undertaken as summarised below. A detailed analysis of documents reviewed is contained in the Supporting Resource Document.

Table 1 Campbelltown City Council – Summary of Planning Documentation

<b>COMMON-WEALTH</b>	<b>Sport, physical activity planning</b> Planning for the Provision of Leisure and Recreation in Australia 2010 The Future of Sport in Australia 2013 Australian Sport: The Pathway to Success Megatrends in Sport Planning for Active Living Healthy Parks Healthy People		<b>Participation</b> National physical activity participation data		
<b>NSW</b>	<b>State Plan</b> NSW 2021				
	<b>Recreation and sport planning guidelines, management and data</b> Local Government Act 1993 Recreation and Open Space Planning Guidelines for Local Government Premier's Council for Active Living State Sport Development Plans NSW Physical activity participation data				
	<b>Community</b> NSW Aging Strategy				
<b>SYDNEY</b>	A Plan for Growing Sydney 2031	State Environmental Planning Policy (Sydney Region Growth Centres)	Sydney Metropolitan – Regional Recreation Trails Framework (2010 update)		
<b>REGIONAL</b>	Glenfield to Macarthur: - Urban Renewal Corridor Strategy - Landuse and Infrastructure Summary Greater Macarthur Land Release Investigation: Preliminary Strategy and Action Plan 2015	South West Growth Centre Structure Plan Campbelltown Growth Centre Precincts Development Control Plan, 2013 South West Growth Centre Precinct Plans: - East Leppington (part), - Edmondson Park Social Infrastructure and Open Space Assessment, East Leppington Precinct	Macarthur Destination Management Plan 2016-2020		
<b>CAMPBELLTOWN</b>					
<b>CORPORATE</b>	<b>Creating Our Future Together: Campbelltown's Community Strategic Plan 2013-2023</b> Delivery Program 2013-17 Operational Plan 2015-16 Resourcing Strategy				
<b>Strategic / specific need</b>	<b>Land use</b> Campbelltown Local Environmental Plan 2015 Campbelltown (Sustainable City) Development Control Plan 2016 Campbelltown Residential Development Strategy 2014	<b>Sport, Recreation and Open Space</b> Open Spaces and Community Facilities Review 2009 Review of Open Space 2012	<b>Developer contributions plans</b> Section 94 Development Control Plans: Glenfield Road Urban Release Area No. 1 Planning District No. 4 Kearns No. 5 Planning District No. 5 Blair Athol 2014 No. 6 St Helens Park Open Space Section 94 Contributions Plan No. 1 Planning District No. 4: Neighbourhood of Kearns	<b>Community</b> Community Strategy Plan 2013-2023	Asset Management Asset Management Policy 2012

<b>Implementation</b>	<b>Plans of Management for community and Crown land</b> Bunbury Curran Park Minto Indoor Sports Stadium Simmos Beach Marsden Park Noorumba Reserve Generic: Sportsgrounds Generic: Reserves	<b>Draft Campbelltown Sports Centre of Excellence Business Case</b>	<b>Voluntary Planning Agreements</b>	<b>Masterplans</b> Mount Saint Quentin Reserve Proposed: Milton Park Eaglehawk Reserve Ambarvale Lynwood Park Bradbury Park Kooringa Reserve Seddon Park	<b>Policies</b> Access and Equity – People with Disabilities Asset Management	<b>Active Transport</b> Cycleway Map
<b>Supporting studies</b>	Community Research 2015			Audits: Sporting Fields Lighting Audit		

There are several planned major developments identified for Campbelltown City. Indicative Layout Plans for the planned developments in the East Leppington Precinct and Edmondson Park show active open space (sporting fields, sports courts), parks and other passive open space, and new shared pedestrian and cycle pathways integrated with riparian and drainage corridors.

The Glenfield to Macarthur Urban Renewal Corridor Land Use and Infrastructure Strategy, Department of Planning and Environment, 2015, includes detailed precinct analysis for each of the Glenfield, Macquarie Fields, Ingleburn, Minto, Leumeah (The Campbelltown Structure Plan has proposed Leumeah to be designated as the place for sport), Campbelltown and Macarthur station precincts. The Glenfield to Macarthur Strategy notes that the corridor has an extensive network of open space, including local and district sport and recreation facilities. It also suggests that the corridor significantly exceeds traditional benchmarks and no additional space is required to accommodate projected growth (this Sport & Recreation Strategy however has found that additional land and/or upgrading of existing facilities will in fact be required to meet population growth).

There are proposed regional sports facilities (stadium, indoor aquatic and recreation centre) for the Leppington North Precinct and sporting fields around the Leppington Town Centre within the Liverpool City LGA, however the locations of these facilities are some distance from Campbelltown City and will service growth outside Campbelltown.

Campbelltown City Council has historically not taken full advantage of measures to levy new developments

for contributions toward open space and recreation facilities. At present, Council levies are only under Section 94A, so minimal funds are received. Council has not prepared a development contribution plan which applies to the whole City. As a result, residential development is occurring, and is planned to occur, which is not required to contribute towards the costs of delivering open space and recreation facilities. Council needs a strong basis for levying developer contributions to meet the needs of the additional population, demonstrating a nexus between what is needed and what is being levied for.

Campbelltown City Council has not yet determined levels of service for its hierarchy of open spaces, or for sporting or recreational facilities in the City. Developer contributions have tended to be levied in a piecemeal manner, and Council does not comprehensively levy developers of new residential, commercial or industrial development across the City for open spaces and sporting and recreation facilities to meet the needs of residents, workers and visitors. The outcome is that Council is missing out on a significant source of funding to provide such spaces and facilities for the benefit of its rapidly growing community. In order to overcome this, locally appropriate levels of service for Campbelltown's open spaces and sporting and recreation facilities should be determined. The key benefit for Campbelltown City Council is that Council will have a firmer basis for levying developer contributions, applying for grants, and entering into partnerships with the public and private sector to provide such spaces and facilities.

For more detail on the planning analysis, refer to Section 4 of the Supporting Resource Document.

## 1.6 POLICY

The Campbelltown City Council Playing Fields Policy aims to bring all written and unwritten policies together into one document to enable proper and equitable administration of Council's sporting facilities. It also aims to give a level of ongoing tenure for certain established groups to enable forward planning of their activities. The Policy has not been reviewed for several years.

Campbelltown City Council does not require users of its sport and recreation facilities to enter into a formal Hire Agreement. A Hire Agreement would clarify the expectations, roles and responsibilities between Council and the hirers.

Hirers are charged for the use of outdoor playing fields per season, per field basis and are charged between \$566 to \$2,245 (GST inclusive) per annum. Extra charges apply to outdoor playing fields with turf cricket wickets.

Council is responsible for fully maintaining Council-owned sport and recreation facilities. This includes the following services:

- Mowing;
- Repairs;
- Fertilizing;
- Coring;
- Top soil;
- Cleaning of amenities and surrounds; and
- Waste removal.

Organisations are responsible for the costs associated with use of the field lights and any maintenance required beyond Council's current standard of service.

For more detail on the policy analysis, refer to Section 4 of the Supporting Resource Document.



## 1.7 TRENDS

A detailed summary of current and emerging trends in sport and recreation is contained in the Supporting Resource Document. Some of the primary participation, planning, design and management trends that may have implications for sport and recreation planning and provision in Campbelltown and elsewhere are summarised below:

- ▶ Walking consistently ranks as the exercise, sport or recreation activity with the highest participation level, in national surveys conducted over more than a decade throughout Australia, and there is a demand for safe, accessible walking opportunities in pleasant surroundings.
- ▶ Cycling for fitness and recreation is increasing in participation and there is a demand for safe, accessible opportunities for different forms of cycling (eg road, mountain biking, recreational).
- ▶ The growing demand for “self-directed exercise related recreation” means that Local Government will need to respond to increasing need for running, walking and cycling networks as well as demand for public spaces to accommodate fitness and exercise activities with demand occurring before during and after work hours.
- ▶ People will want to be able to access recreation opportunities easily from where they live especially in areas where density is increasing. Local and regional linkages via cycle/ walkways will grow in importance.
- ▶ Local Government will have an increasingly important role in improving health outcomes by enabling residents to be more physically active.
- ▶ Maximum flexibility in design to accommodate varying community needs and forms of use should be a prerequisite. Multi-use sport and recreation precincts may need to consider incorporating opportunities for traditional and non-traditional activities.
- ▶ Future facilities and activities will need to be safe, easily accessible, with few barriers to entry, and cater for formal and informal forms of participation. Provision of safe facilities and safe access-ways is of particular importance where participation by females is concerned.
- ▶ Lighting of playing fields and parks for safety and/ or to extend their usage and functionality will be increasingly important. Evening competitions are likely to continue to grow.
- ▶ Lighting of playing fields should use contemporary technology to maximise operating viability and minimise impacts on neighbouring residents.
- ▶ Facility design should maximise opportunities for generating increased revenue and utilisation and/ or to reduce operating costs.
- ▶ Aquatic/ indoor sport and recreation facilities should be designed as community hubs where possible to maximise viability and respond to social trends. The range of design elements should consider aquatic, indoor court, informal recreation, health and fitness, wellness, food and beverage, socialising and retail opportunities.
- ▶ Sustainable facility design is essential, including:
  - Maximising financial viability of facilities in very competitive funding environments;
  - CPTED design principles to prolong the life of assets and protect users;
  - ESD solutions to reduce a facility’s carbon footprint and reduce energy costs;
  - Linkages with sustainable transport solutions aimed at reducing the sole reliance on motor vehicles to access community facilities.
- ▶ Synthetic playing surfaces may need to be considered in areas where limited provision opportunities, high use of existing facilities, and/ or an inability to adequately maintain grass fields to suitable standards are evident.
- ▶ Increasing demands within limited budgets may necessitate the need for regional scale planning of higher level facilities to ensure that facilities are economically and socially viable.
- ▶ Partnerships with schools, tertiary sector, or associations/ clubs should be considered in the provision of new/ upgraded sporting infrastructure.
- ▶ Facility design will need to remain flexible so as to enable opportunities for informal/ non-organised activities not just organised sport.
- ▶ Facilities should support the ability to host a variety of activities, including beyond their primary intended use (e.g. community, cultural and entertainment events).
- ▶ Empirical and anecdotal evidence of participation trends suggest an increased focus towards informal, non-organised, self-challenging recreation activities. Future planning and facility provision should consider servicing these growing demand activities (eg. MTB, cycling, running, fitness).

For more detail on trends, refer to Section 5 of the Supporting Resource Document.

## 1.8 CURRENT SUPPLY

### OUTDOOR PLAYING FIELDS

A summary of the current provision of playing field facilities for Campbelltown City Council is as follows:

- ▶ There are currently 223.43<sup>4</sup> hectares of useable sport and recreation land area in Campbelltown City;
- ▶ There are currently 91 full-sized outdoor playing fields and 46 outdoor netball courts;
- ▶ The median hours of use is 15 hours per playing field, per week;
- ▶ The current hierarchy of sports facilities are:
  - 8 local facilities,
  - 31 district facilities, and
  - 6 regional facilities;
- ▶ There are 10.8 hectares of unallocated sport and recreation land;
- ▶ There are several existing unlit (or inadequately lit) district or regional playing fields that could support upgraded lighting to competition standard; and
- ▶ There may be an opportunity to increase the intensity of use on several playing fields in order to support increased activity.

### AQUATIC AND INDOOR COURT FACILITIES

Campbelltown City Council's three aquatic centres are considered to be district level facilities:

- ▶ The Gordon Fetterplace Aquatic Centre includes a mix of indoor and outdoor pools, leisure and a traditional 50m outdoor pool supporting a range of district standard competitions;
- ▶ Eagle Vale Central does not have a 50m pool necessary to support long-course events;
- ▶ Macquarie Fields Leisure Centre includes a mix of indoor and outdoor pools, leisure and traditional 50m outdoor pool supporting a range of district standard competitions.

The Minto Indoor Sports Centre is considered a regional facility based on its provision of multiple courts (4) and being the only multi-use indoor court facility within Campbelltown City.

### SYNTHETIC

Council's only synthetic sports field is located at Lynwood Park. The full sized soccer field is a hybrid design incorporating sand and shredded rubber in-fill. The field is used by the Macarthur Football Association.

A synthetic athletics track is located within the Campbelltown Sports Stadium precinct. The track was initially laid in 1998 and resurfaced in 2010.

### MOUNTAIN BIKE TRAILS

Campbelltown City has several legal and illegal Mountain Bike (Mountain Bike) trails, including those situated at:

- ▶ Mt Annan Botanic Gardens – XC (legal);
- ▶ Appin – XC (illegal); and
- ▶ Kentlyn – multiple trails (under Council investigation).

### CURRENT SPORT AND RECREATION FACILITIES

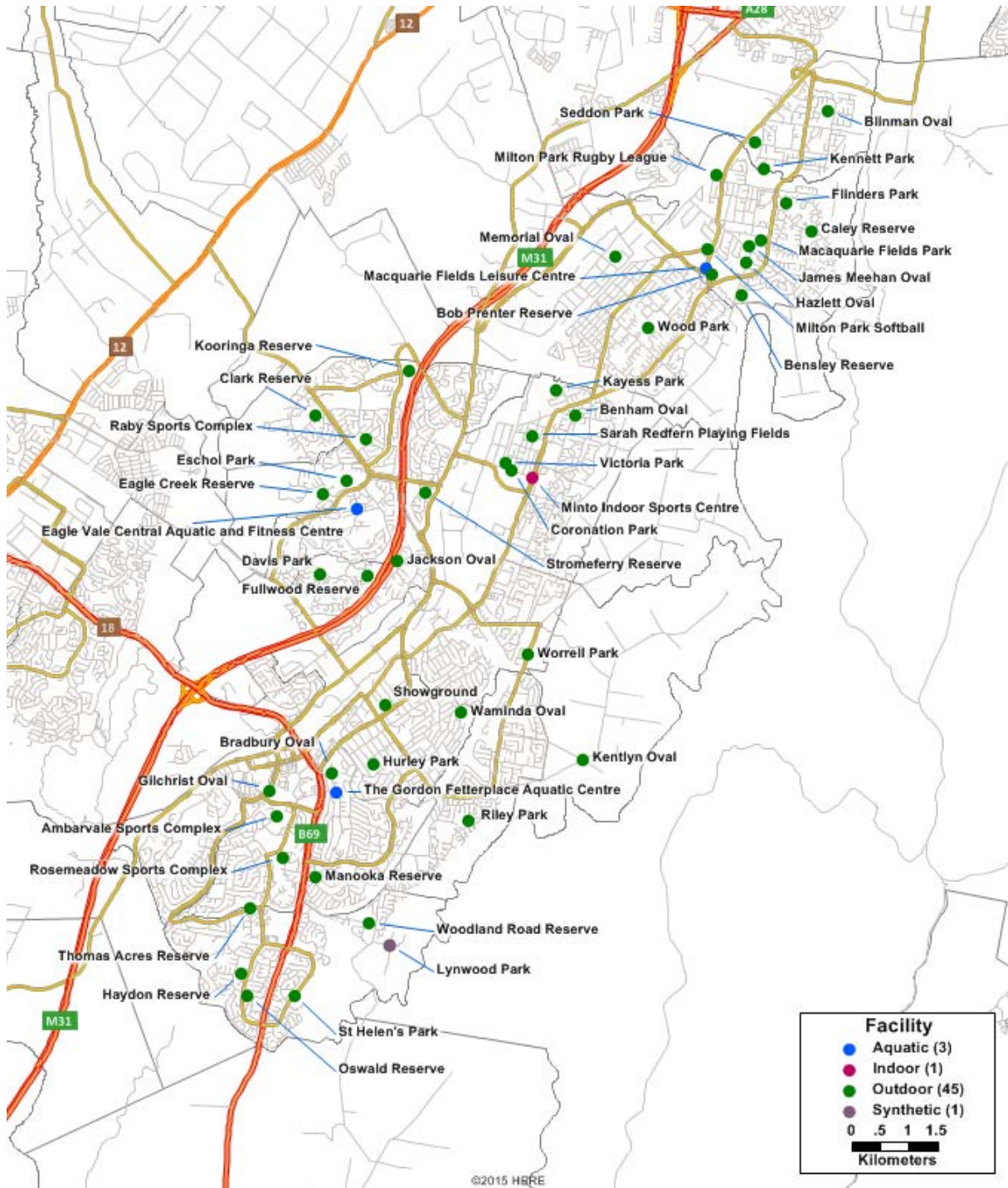
The current supply of sport and recreation facilities in Campbelltown City LGA are outlined in the maps below:



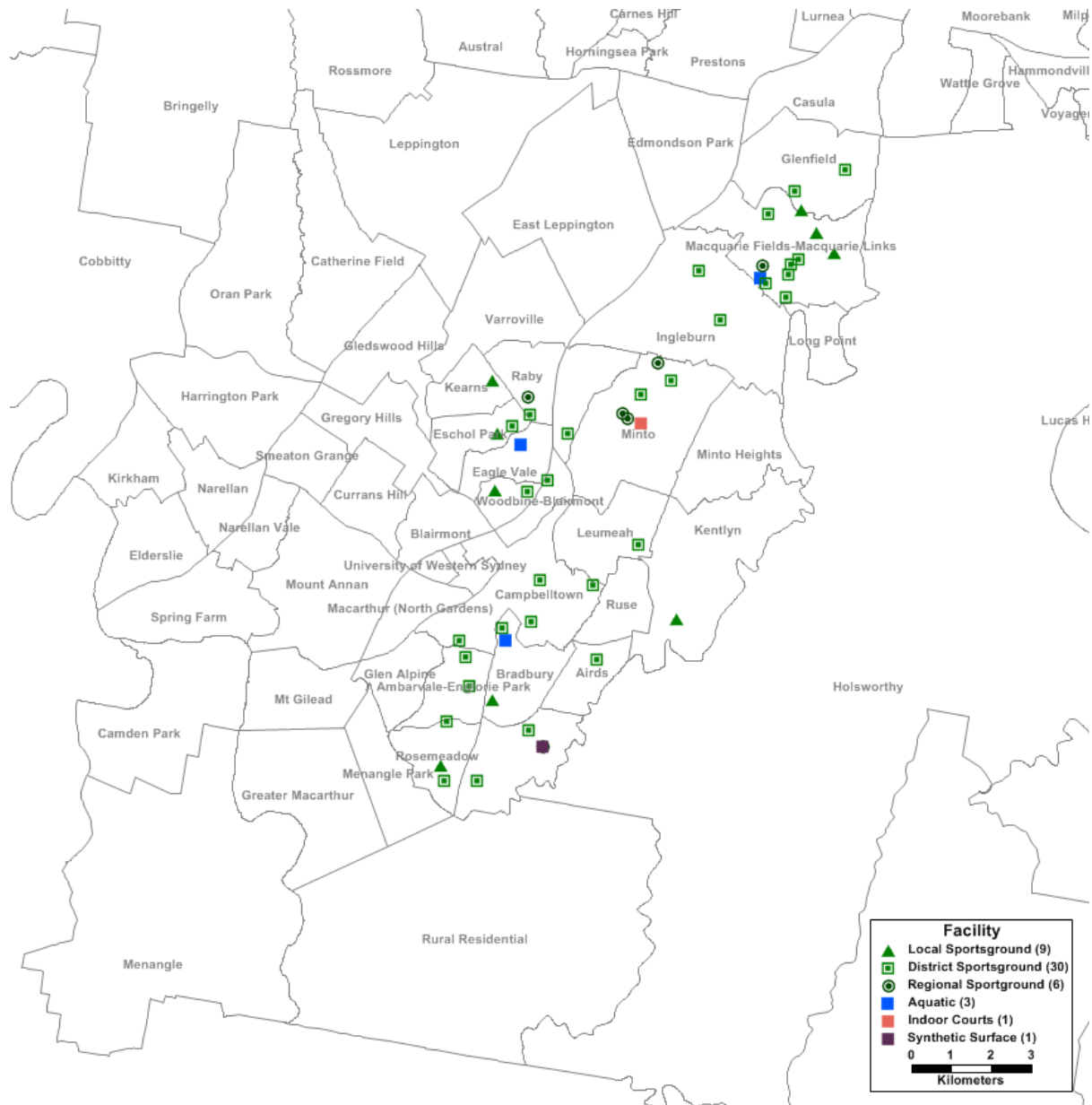
<sup>4</sup> Supplied by Campbelltown City Council – includes playing areas, amenities, clubhouse and car parking



Map 3 Sport and Recreation Facilities – Campbelltown City Council LGA



Map 4 Sport and Recreation Facilities by Suburb– Campbelltown City Council LGA



For more detail on consultation, refer to Section 6 of the Supporting Resource Document.

## 1.9 CONSULTATION FINDINGS

A comprehensive community and stakeholder engagement process was implemented for this project. It comprised:

- › Survey of sporting clubs and associations;
- › Workshops with Stakeholder Advisory Group (comprising representatives of local sporting organisations);
- › Community Survey;
- › Community workshop;
- › Council Officer workshop;
- › Interviews with Council officers relevant to the study;
- › Presentation to Sport, Recreation and Leisure team;
- › Interviews with Council aquatic, fitness and indoor sport facility managers;
- › Interview with the Western Sydney University;
- › Interviews with State Sporting Organisations;
- › Interview with the New South Wales Department of Sport and Recreation;
- › Interview with Macarthur Regional Organisation of Councils;
- › Shopping Centre displays (Macarthur Square Shopping Centre);
- › Interview with Wests Leagues Club;
- › Schools workshops; and
- › Schools survey.



Several key themes emerged from the extensive consultation undertaken for the study and are summarised below:

- › There is a view among a number of stakeholder groups that there is a need for improved maintenance standards of existing facilities, relating to:
  - Poor playing surfaces
  - Ageing facilities generally in need of upgrading/ re-lifeing
  - Poor lighting
  - Vandalism prevention
  - Waste removal
  - Cleaning of amenities
  - Standard of turf and synthetic cricket wickets
  - Poor field drainage.
- › Facility improvement themes included:
  - Field lighting
  - More spectator seating
  - More car parking
  - More playing fields
  - Off-road cycling opportunities for Mountain Bike and track cycling
  - Year-round storage.
- › Clubs with good governance practices are generally experiencing growth in membership.
- › There are more participation options and increasing participation in women's sport.
- › Wests Leagues Club plans to decommission its current 14-court facility could have an adverse impact on the supply of tennis courts in Campbelltown. Council is encouraged to work with Wests Leagues Club to explore an alternative site to redevelop new courts (preferred site Victoria Park) to ensure the current supply of tennis courts is maintained.
- › There is demand for access to playing fields to support longer seasons and new off-season formats.
- › Inadequate lighting of facilities, difficulty getting volunteers, poor standard or condition of playing areas and increasing membership are having the greatest impact on clubs/ associations.
- › Clubs/ associations are generally satisfied with current fees and charges associated with use of Council facilities.
- › Several clubs/ associations indicated they undertake cleaning of amenities and maintenance of playing fields additional to Council's maintenance activities to support a better and cleaner standard of facilities.
- › 42% of clubs/ associations that provided a survey response indicated they had a business plan.
- › Local schools indicated they are generally satisfied with the standard of and access to Campbelltown sport and recreation facilities.

- ▶ Whilst Council has an existing playing fields policy, several groups recommended it be reviewed in order to ensure it meets the expectations of the community, supports improved maintenance outcomes and changing trends towards sports participation.
- ▶ Season creep by sports is increasing and having an adverse impact on Council's ability to effectively maintain facilities. Further, season creep is also increasing competition for access to playing fields.
- ▶ Communication between Council and other sport and recreation stakeholders could be improved in order to improve planning, maintenance and coordination outcomes.
- ▶ There is a view that community events held at sport and recreation grounds is disruptive.
- ▶ There are no standards of service within Council to inform the future provision of sport and recreation space and facilities.
- ▶ Crime prevention and vandalism at sport and recreation facilities is a major concern for the community.
- ▶ There is a desire for larger, multi-use sporting precincts as opposed to single, stand-alone facilities.
- ▶ Minto Indoor Centre is the only multi-use indoor court facility in Campbelltown. This Centre is predominantly used for basketball resulting in very limited access in the City for other indoor sport activities.
- ▶ The proposed Sports and Health Centre of Excellence proposed for the Western Sydney University Campbelltown campus may provide opportunities to for community sport and recreation.
- ▶ There may be partnership opportunities for Council in developing future sport and recreation facilities (eg. potential partnership with Leumeah High School for a multi-use indoor court facility).
- ▶ There is an opportunity to improve planning and communication across Council in order to support better coordination of activities and efficient use of resources.

For more detail on consultation, refer to Section 7 of the Supporting Resource Document.



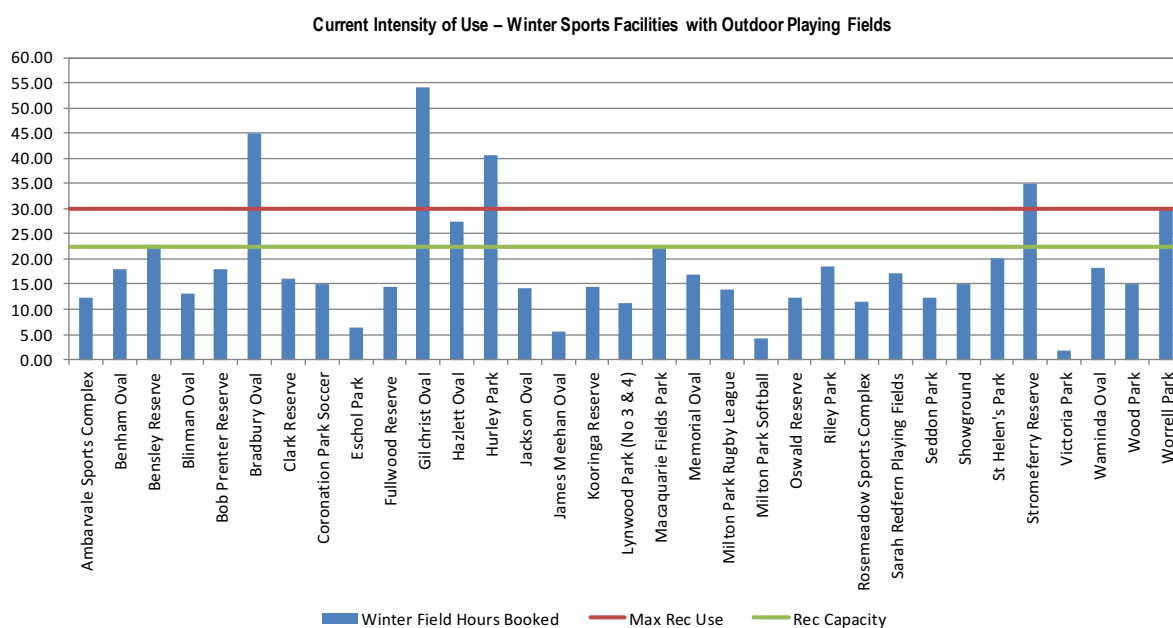
## 1.10 CURRENT AND FUTURE DEMAND

### INTENSITY OF USE OF PLAYING FIELDS

Recognised industry standards suggest that once use of a natural turf sportsground exceeds optimum use of 22.5 hours per week in winter, the playing surface will deteriorate; and if a field receives more than 30 hours per week usage then severe surface damage is expected. Summer enables a better growth and recovery rate for grass compared to winter, however the intensity of use over summer is typically less as there are generally fewer sports participating over this period. Many Councils exceed the optimal benchmark due to a lack of available fields or an inability to maximise the use of alternative facilities as a result of functionality issues (eg. no lighting, inadequate drainage, poor playing surface). Some Councils have adopted a rate of 30 hours per week as a desired maximum.

After interrogating Council's current intensity of use data, it was found that of Council's 72 winter outdoor playing fields where usage data is recorded, 89% had fields utilised for less than the optimum 22.5hrs per week with a median weekly usage rate of 15 hours per week across all fields. This analysis assumes equal usage across playing fields by facility as Council only records data on total hours used within a facility. This is illustrated in the figure below:

Figure 3 Current Intensity of Use – Winter Sports Facilities with Outdoor Playing Fields



Of Council's 32 summer outdoor playing fields where usage data is recorded, only the two fields located at Woodland Road Reserve were utilised for more than the optimum 22.5hrs per week. The median weekly usage per field was 7.5 hours

### SPORT AND RECREATION LAND AND FACILITY GROWTH ANALYSIS

Demand for facilities can be estimated using available participation data and modelling of field or court capacity required to service that participation. Otium Planning Group have developed a Demand Analysis Model based on participation data and a set of

assumptions for facility/ field capacity, utilisation rates and a mix of lit and unlit fields.

Analysis was undertaken in order to understand the impact of the additional population estimated for Campbelltown City by 2036. Based on the estimated 2036 Campbelltown City populations of 342,458 and a total growth of 191,288 people from 2011, the table below summaries the estimated additional participants and subsequent demand for new sport and recreation land.

The table below is a summary of estimated number of additional sport and recreation participants in Campbelltown City by 2036 and the required sport and recreation land and facilities required to service these additional participants.

Table 2 Additional Campbelltown City Council Sport and Recreation Participants and Land by 2036

Facility Groups	Participants	Ha	Facilities
Field Sports	36,705	243.29	121 playing fields
Indoor Court Sports	14,306	3.00	22 courts
Outdoor Court Sports	16,345	14.25	81 courts
Outdoor Green Sports	1,788	0.40	2 greens
Indoor Sports and Recreation	53,927	4.94	89 activity spaces
Pool Sports and Recreation	21,957	6.00	3 centres
<b>Totals</b>	<b>145,029</b>	<b>271.89Ha</b>	

The table above suggests that, based on the estimated 2036 Campbelltown City population, an additional 271.89Ha of land will be required to meet the demand generated by an additional 145,029 sport and recreation participants. Further, the following additional facilities will be required:

- › 121 paying fields;
- › 22 indoor courts;
- › 81 outdoor courts;
- › 2 greens;
- › 89 activity spaces; and
- › 3 aquatic centres.

#### PLANNING TO MEET DEMAND

Future sport and recreation land provision should be located and developed to align with trends, including consideration of:

- › Accessibility to higher density population areas;
- › Active transport connectivity;
- › Multi-use precincts accommodating traditional and non-traditional activities;
- › Demand for synthetic playing surfaces to improve the standard of sport, provide higher capacities and/or address future potential shortfalls in playing fields of a suitable standard;
- › Regional scale planning to ensure that facilities are economically and socially viable and that provision is coordinated with neighbouring councils;
- › Partnership opportunities;
- › Adaptability to accommodate formal, informal/non-organised activities and changing participation trends over time; and
- › Ability to host a variety of activities beyond their primary intended use, including informal active recreation and other “park” uses.

A further consideration is the importance of land quality. The demand model used for this analysis (outlined in detail at section 8.2 of the Supporting Resource Document) assumes a consistent land quality over time. This means that if land quality declines, the model could under-estimate the area needed due to declining yield from sites secured. Additionally for Council, the risk is also that forward capital estimates will be insufficient due to increased costs of making unsuitable land functional for formal sport.

While difficult to adjust for in the model, land secured for sport is often sub-optimal, and the expectation of yield (in terms of actual playing surface) can vary greatly. Some of Council’s sport and recreation facilities are small and only result in a few playing fields. Therefore, the aggregated sum of the land proposed to service future demand may give too optimistic an expectation of yield.

#### PLAYING FIELDS

The relatively low median intensity of use of Campbelltown City playing fields of 15 hours per week and the 2015 analysis of demand indicating an oversupply of land of 9.55Ha, suggests that the current provision of sport and recreation space is adequate to meet the current needs of the Campbelltown community.

Whilst the actual sporting activities the Campbelltown community will participate in may change over time given a changing demographic, there is confidence that the demand for playing field space will remain. In order to service the demand from an estimated 145,029 extra participants, arising out of the projected population growth to 2036, an additional 121 playing fields comprising 243 Ha of sports land will be required (refer Table 2 above).

Some of the future land and facility requirements may be able to be serviced from improving the capacity and increasing use of existing sport and recreation facilities, particularly in the planned infill developments associated with the Glenfield to Macarthur Renewal Corridor. Expanded use of existing facilities could be achieved from:

- › Utilising the current 10.8Ha of unallocated sport and recreation land. However, the use of this land is subject to confirmation of its suitability in consideration of the desired standards of service;
- › Upgrading existing lighting to competition standard and installation of lighting to unlit playing fields in order to support increased night activity; and
- › Exploring opportunities to increase the intensity of use across several playing fields from the current median of 15 hours per week.

Where possible, new sport and recreation facility developments should be developed as multi-sport hubs and located within major planned future development areas in order to support future growth. The benefits of a multi-use hub are:

- › Economies of scale saving generated through reduced maintenance, management and operating expenditure;
- › An environment that encourages increased collaboration, communication and planning between different sport and recreation organisations;
- › Expanded expertise and management synergies between user groups;
- › Greater flexibility to be reconfigured as participation trends change over time;
- › Reduced capital and operating costs as a result of shared use facilities (eg. car parking, toilets, change rooms);
- › Increased capacity to stage major events at the one precinct; and
- › Supports temporary use of broader site facilities to support major events.

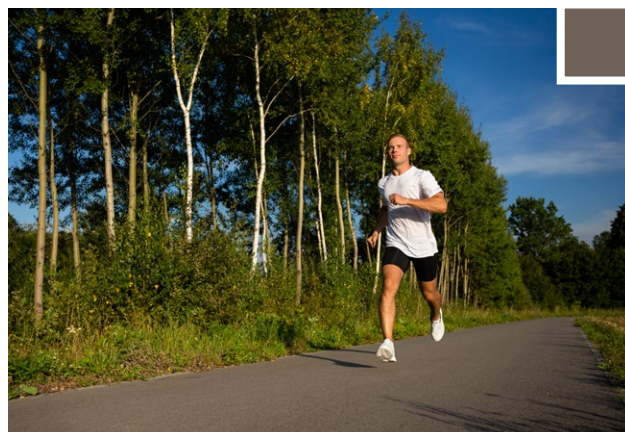


The areas in the southern and northern boundaries of Campbelltown City are estimated to service the majority of future growth, particularly in the suburbs of:

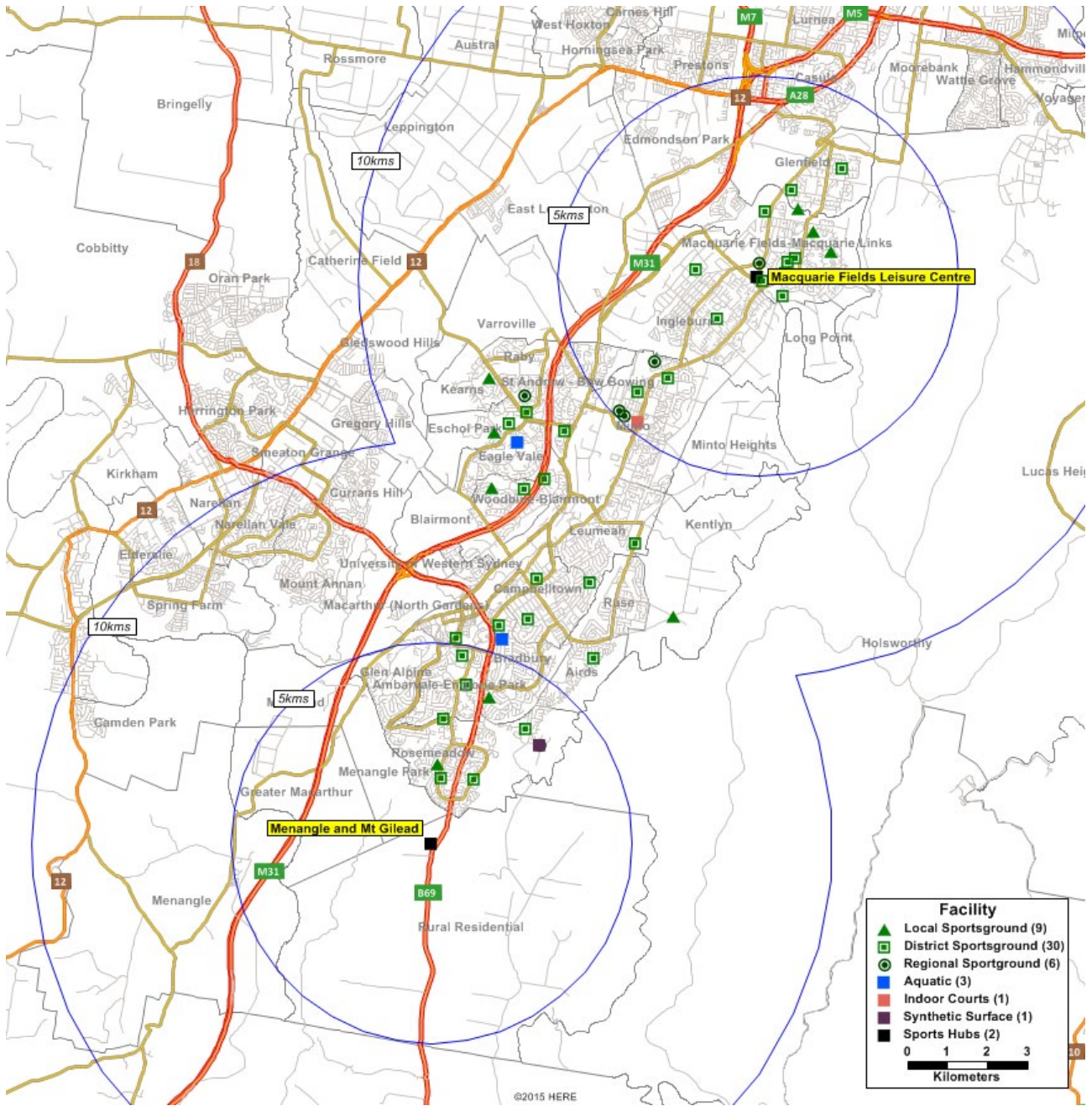
- › East Leppington (+10,310);
- › Macarthur (+13,518); and
- › Mt Gilead and Menangle Park (+52,490).

Map 5 and Map 6 below illustrate the potential serviced catchments (5km and 10km) should sports hubs be developed within the southern and northern growth corridors of Campbelltown City. Notional locations have been shown within East Leppington and Menangle Park/ Mt Gilead. The exact location of future sports hubs are yet to be determined and are subject to land availability, however it is recommended the sports hubs be located within close proximity to the major planned future development areas of:

- › East Leppington;
- › Macarthur; and
- › Mt Gilead and Menangle Park.

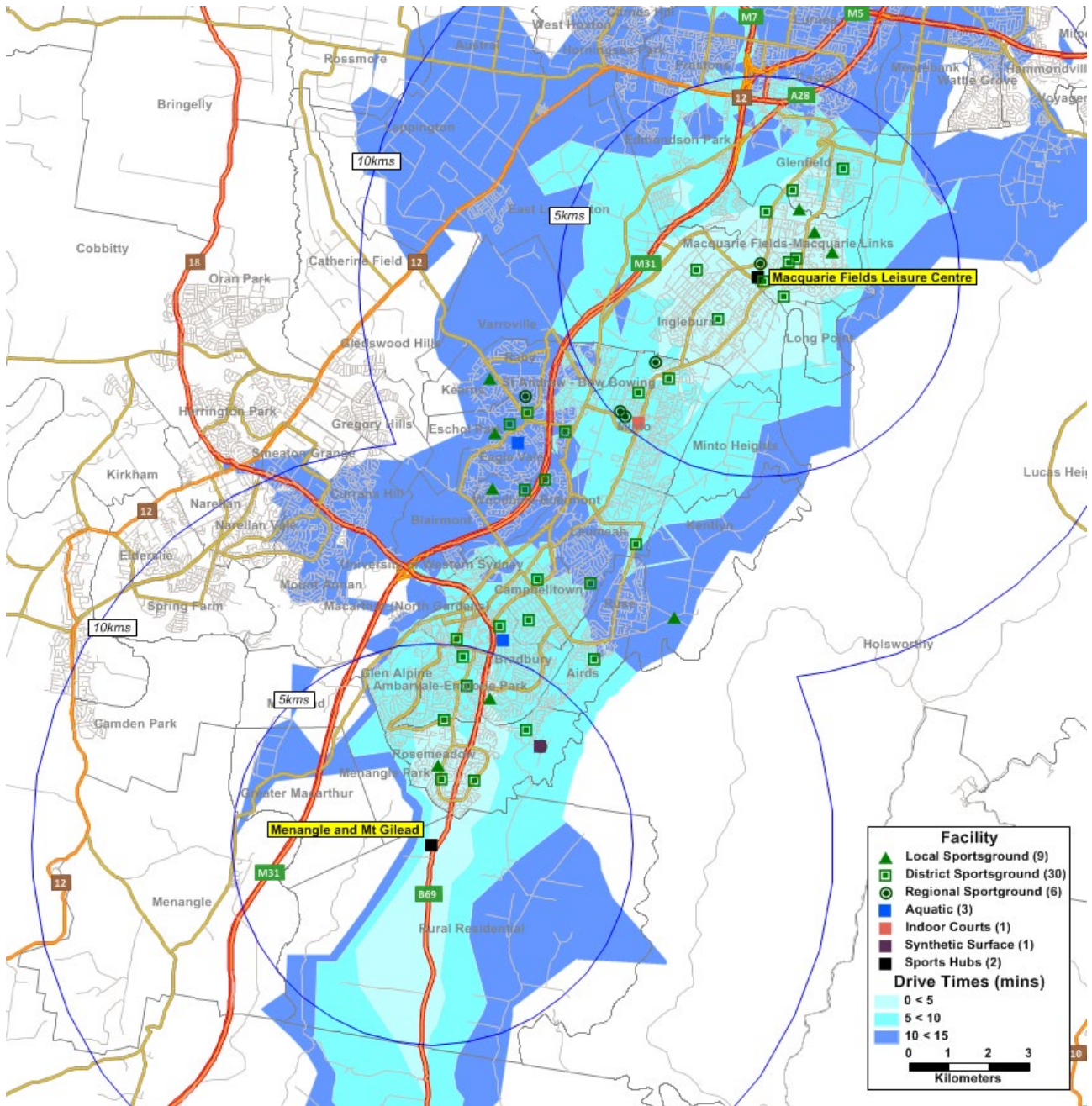


Map 5 Catchment Radius – Potential Southern and Northern Sports Hubs





Map 6 Travel Time – Potential Southern and Northern Sports Hubs



The above maps indicate that should Council develop sports hubs within close proximity to the major planned future development areas, the vast majority of Campbelltown City residents will be within a 10km radius and 15-minute drive to one of the southern and northern sports hubs. This is considered a reasonable distance and travel time to multi-use sports hubs.

## AQUATIC ANALYSIS

With a current City catchment estimated at 156,572 expected to grow to 342,458 by 2036, the future provision of contemporary aquatic facilities may become a major challenge for Council.

Council's three current aquatic centres are reasonably well dispersed, servicing the current southern, central and northern catchments. However, with the future growth expected to be in the southern and northern boundaries of the City, the current provision may be inadequate to service the longer term demand for contemporary aquatic facilities. In particular, the distance from The Gordon Fetterplace Aquatic Centre, as the southernmost aquatic centre, to the anticipated growth areas planned for the southern border of the City, may be too far for many residents to access aquatic facilities, services and programs. Further, there is minimal capacity to expand at this location.

The current total annual visitation at all three Council aquatic centres is substantially lower than benchmarking of similar pools the CERM<sup>5</sup> database.

Even allowing for the fact that the pools in the CERM database may be larger or more contemporary, this suggests that in the short term, there may be opportunities to re-life and/ or expand the facility mix, programs and services at existing aquatic centres to meet short to medium term Campbelltown City aquatic demand.

Any new aquatic facilities should ideally be co-located with other sport and recreation facilities as part of a sports hub, including potential for indoor courts and/ or broader leisure services. The co-location of sport and recreation facilities, including aquatic facilities allows a broader range of sport and recreation opportunities to be provided and maximises management efficiencies and financial sustainability.

Further detailed regional aquatic facility analysis is required in order to develop a comprehensive strategy for the provision of aquatic facilities in Campbelltown. In particular, existing capacity, future constraints, new facility opportunities and sustainable options for meeting future needs should be examined in the aquatic facilities strategy.

## INDOOR COURTS

The four courts at the Minto Indoor Sports Centre are the only multi-purpose indoor courts owned by Council.

In order to service the demand from an estimated 145,029 extra participants due to 2036 population growth, an additional 22 indoor courts comprising 3.0Ha of land are projected to be needed (refer to Table 2). Some of this deficit may be serviced by private operators for activities such as gymnastics, futsal and martial arts.

Addressing this future need requires the development of a considered strategy that investigates a number of options including:

- ▶ Exploring existing capacity, future constraints, new facility opportunities and sustainable options for meeting future needs;
- ▶ Potential partnership opportunities (eg. Leumeah High School) for the development of new multi-purpose indoor court facilities; and
- ▶ Co-location with other sport and recreation facilities as part of a sports hub. A multi-court development as part of a mix of sport and recreation facilities (eg. health and fitness, pools, wellness, retail) will support the facility to maximise its use and viability.

For more detail on analysis of current and future demand, refer to Section 8 of the Supporting Resource Document.



<sup>5</sup> CERM is the University of South Australia's 'Centre for Environmental and Recreation Management' and is recognised nationally for the development of performance indicators for indoor sporting centres, and aquatic & leisure centres. CERM PI<sup>®</sup> data measures operational management efficiency (cost recovery, operational ratios, catchment usage rates, secondary spending etc). Participation and provision of information is on a voluntary subscription basis. Most facilities on the CERM database are local government owned. Data for aquatic centres is categorised by the type of facility (ie outdoor only, indoor only, or indoor and outdoor) and further segmented by the size (m<sup>2</sup>) of the facility.

It should be noted participation in, and provision of information for, the CERM database is on a purely voluntary subscription basis. To that end their database represents a "convenience sample" and is not representative of all Australian aquatic centres. For this reason, CERM data serves as a comparative guide only, based on similar pools on their database but it does not represent a definitive standard.

## 2 STRATEGY RECOMMENDATIONS

### 2.1 OVERVIEW

Council does not have the capacity to, and is not responsible for, the implementation and funding of all recommendations in this Strategy. External funding such as state/ federal government grants, available mechanisms for developer contributions, and/ or partnerships with other agencies or clubs should be sought where possible. The following notional time frames have been proposed to guide priorities:

- › Short Term (within 5 years)
- › Medium Term (6 – 10 years)
- › Long Term (10+ years).

Priorities may change over time subject to changes in demand or funding opportunities. Recommended actions should be reviewed bi-annually with a major review every five years.

Recommendations have been categorised under the following headings:

- › Vision and Guiding Principles
- › Planning Process for Future Land and Facilities
- › Outdoor Sport and Recreation Facilities
- › Aquatic Facilities
- › Indoor Facilities
- › Resourcing Strategy
- › Master Planning
- › Programs.



## 2.2 RECOMMENDATIONS

### 2.2.1 Vision and Guiding Principles

Recommendation	Priority
<p>Adopt the following vision and guiding principles for this Sport and Recreation Strategy:</p> <p><b>Vision for Sport and Recreation</b> Campbelltown City Council will facilitate accessible, sustainable and contemporary sport and recreation facilities, programs and services in order to support its community being physically active and healthy.</p> <p><b>Guiding Principles</b></p> <p><u>SUSTAINABLE</u> Council will ensure current and future sport and recreation facilities are developed to support their long term sustainability by:</p> <ul style="list-style-type: none"> <li>› Implementing strategies aimed at maximising use of existing facilities;</li> <li>› New policy, planning, development and management practices that encourage the long term sustainability of current and new facilities; and</li> <li>› Developing new sport and recreation facilities as shared use, community hubs where possible.</li> </ul> <p><u>ACCESSIBLE</u> Sport and recreation facilities, programs and services will be accessible to the majority of the Campbelltown community by:</p> <ul style="list-style-type: none"> <li>› Delivering programs and services in locations easily accessed by the community;</li> <li>› Developing new facilities within active transport corridors;</li> <li>› Developing new facilities in future population growth areas; and</li> <li>› Prioritising facility development and upgrading in those areas underserved and with the highest population catchments</li> <li>› Providing sport and recreation opportunities that are available to all residents regardless of age, gender, culture, income or physical ability.</li> </ul> <p><u>ADAPTABLE</u> Council will be flexible and adaptable in planning and delivering sport and recreation opportunities in order to:</p> <ul style="list-style-type: none"> <li>› Respond to changing trends in sport and recreation participation;</li> <li>› Respond to changes in participation rates of individual sport and recreation activities</li> <li>› Cater for formal and informal sport and recreation opportunities; and</li> <li>› Respond to new, emerging sport and recreation activities.</li> </ul> <p><u>INCREASE ACTIVE PARTICIPATION</u> Council will support the Campbelltown community to be physically active and healthy by:</p> <ul style="list-style-type: none"> <li>› Prioritising sport and recreation funding towards programs, services and facilities that encourage increased participation outcomes;</li> <li>› Supporting sport and recreation organisations capacity to effectively deliver participation opportunities; and</li> <li>› Facilitating a collaborative approach across Council departments in order to ensure broader City policy, planning, development and strategies align with Council’s vision for sport and recreation.</li> </ul>	<p>Short Term</p>
<p><b>Rationale</b></p>	
<p>Sport and recreation in Campbelltown City involves numerous activities, facilities, programs and services. A ‘Vision’ for sport and recreation and a set of guiding principles will enable Campbelltown City Council to:</p> <ul style="list-style-type: none"> <li>› Guide the analysis and development of recommendations of this Strategy;</li> <li>› Outline the key objectives and goals for sport and recreation;</li> <li>› Guide Council towards priority actions;</li> <li>› Inspire Council and the community to achieve the vision and guiding principles; and</li> <li>› Guide investment, resources and strategy development.</li> </ul>	

2.2.2 Planning Process for Future Land and Facilities	
Recommendation #1 – Developer Contributions	Priority
a) Commission the preparation of a Developer Contribution Plan which includes levies for open space, sport and recreation facilities for the entire Campbelltown Local Government Area.	Short term
b) Use the “Desired Standards of Service” and recommendations outlined within this Sport and Recreation Strategy to inform: <ul style="list-style-type: none"> <li>› The development of a Section 94 Contributions Plan;</li> <li>› Voluntary Planning Agreements; and</li> <li>› Development Agreements</li> </ul>	Short Term
Rationale	
<p>Council is not taking full advantage of mechanisms to secure developer contributions to meet future sport and recreation needs. Council has levied developers in a somewhat piecemeal manner and does not comprehensively levy the developers of new residential, commercial or industrial developments for open space, sport or recreation facilities to meet the needs of residents, workers and visitors. As a result, Council is missing out on a significant source of funding for future sport and recreation land and facilities to meet the needs of its rapidly growing community.</p> <p>There must be a strong basis for levying developer contributions which demonstrates a nexus between what is needed and what is being levied for. Implementation of the proposed “Desired Standards of Service” at Recommendation #2 and other recommendations in this Strategy will provide Council with a firmer basis for levying developer contributions, applying for grants, and entering into partnerships with the public and private sector to provide such open space, sport and recreation facilities across the entire Campbelltown LGA.</p>	
Recommendation #2 – Standards of Service	Priority
a) Adopt ‘desired standards of service’ to guide the planning and delivery of future land and facilities for sport and recreation incorporating: <ul style="list-style-type: none"> <li>› Classification hierarchy</li> <li>› Provision standards</li> <li>› Planning and design criteria</li> </ul>	Short term
b) Adopt the following classification hierarchy for sporting fields: <ul style="list-style-type: none"> <li>› <b>Local</b> - Facility which predominantly serves demand within a local community or suburb. High use for social sport or training. Very limited inter-club competition.</li> <li>› <b>District</b> - Facility which serves a cluster of communities/ suburbs with a mix of local training or social use and inter-club completion.</li> <li>› <b>Regional/ LGA Wide</b> - Facility which is used by residents from numerous communities and has a high focus on staging competition for multiple teams. Also includes facilities which are the only facility for a particular sport within the LGA or are a key location for the staging of competitive events.</li> <li>› <b>Metropolitan/ State</b> - High quality and high-capacity facility which caters for high level sporting competitions attracting spectators from the greater Sydney metropolitan area, within NSW, and sometimes interstate.</li> </ul>	Short Term
c) Adopt the following classification hierarchy for indoor facilities: <ul style="list-style-type: none"> <li>› <b>Local</b> - Typically service a local catchment and used mainly for training purposes. Usually single courts, often within a school. They are unsuitable for sports court competitions, but could be utilised by martial art groups for training and competitions.</li> <li>› <b>District</b> - This facility is of a size and location which services a cluster of suburbs, notionally within a 10km radius. A minimum of 2 indoor courts, facilities are typically designed to accommodate other elements to maximise viability (eg health and fitness, wellness, food and beverage). They may be co-located with aquatic facilities. Facilities are suitable for training and competition.</li> <li>› <b>Regional or Higher Level</b> - Service the LGA as a whole. Provide a greater number of courts than a district facility, generally a minimum of 4 courts. Cater for higher level competitions and provide spectator seating for major events. Can be utilised for other civic functions or events.</li> </ul>	Short Term

<p>d) Adopt the following standards for future provision of sport and recreation land:</p> <ul style="list-style-type: none"> <li>› Be accessible by road, bikeway and public transport</li> <li>› An overall supply rate of around 1.37 ha/ 1000 residents (of land that meets provision standards)</li> <li>› Min 20ha for regional scale facilities within 30 minutes travel time</li> <li>› Min 5ha (preferably 10ha) for district level facilities within 15 minutes travel time.</li> <li>› Square or circular shape, as opposed to a narrow linear shape, to maximise useability. As a rule of thumb no boundary should be less than 150m</li> <li>› Direct street frontage to a minimum 50% of the sport park’s boundary to promote casual visual surveillance and public access</li> <li>› Road frontage to a major collector or higher order road</li> <li>› Playing fields and surfaces should not be subject to regular inundation and generally would be expected to achieve immunity of 20% AEP (annual exceedance probability) or greater</li> <li>› Land should be free of contamination or hazards such as High Voltage Transmission Lines, land fill, or contaminated waste</li> <li>› Land is not situated adjacent to noxious industries or other uses that would be incompatible with high levels of public use</li> <li>› Land is situated and/ or developed so as to minimise residential conflict from noise or light issues.</li> </ul>	<p>Short Term</p>
<p>e) Incorporate the following criteria into future planning and design considerations for sport and recreation land:</p> <ul style="list-style-type: none"> <li>› Where possible, sport land is developed as a precinct or community ‘hub’ providing for more than one sporting code, to maximise efficiencies from shared infrastructure (i.e. roads, parking, and amenities)</li> <li>› Sporting fields and/or courts are designed to regulation standards for the respective sport including the correct orientation, dimensions, installations/ facilities, safety buffers and lighting</li> <li>› Surfaces are to be safe and suitably graded in response to their intended purpose with adequate provision for spectators</li> <li>› Avoid providing local level facilities due to inability to meet demands and generate economies of scale from larger facilities</li> <li>› Sport land is connected to active transport networks through footpaths and cycleways external to the park, and within walking distance of a public transport stop</li> <li>› The design of sport land considers the impact of traffic, noise and light impacts of sporting activity on sensitive land uses and provides vegetation and informal open space buffers to minimise such impacts</li> <li>› Clubhouse design and scale is developed in accordance with the classification of the facility</li> <li>› Permanent storage facilities are incorporated into future facility design for sport and recreation facilities;</li> <li>› Sport land provides sufficient parking in support of the specific sporting code through a combination of on-site and roadside spaces; and</li> <li>› Dimensions, access and buffers should consider maintenance needs, service corridors.</li> </ul>	<p>Short Term</p>



f) Adopt the following desired minimum standards for the development of outdoor sport and recreation facilities:

- ▶ Local Sporting Facilities:
  - Avoid providing local level facilities due to inability to meet demands and generate economies of scale from larger facilities
- ▶ District Sporting Facilities:
  - Land:
    - Min 5ha (preferably 10ha) and within approx. 15 minutes travel time
  - Lighting:
    - Minimum of 1 field with competition standard lighting - 100 lux (higher for cricket, softball, baseball and hockey)
    - Minimum of 1 field with training standard lighting – 50 lux
  - Drainage & Irrigation:
    - Minimum of 1 field with sub-surface drainage and irrigation
  - Clubhouse/ Amenities:
    - 375 – 475m<sup>2</sup>
    - 2 x change rooms with toilets, showers
    - Public toilets
    - First-aid/ medical room
    - Umpire/ referee room
    - Technical room (timekeeping/ scoring)
    - Kiosk and kitchen
    - Club room
    - Office
    - External covered viewing area
    - Internal storage
    - External storage
    - Cleaning store
    - Circulation space
    - Plant/ utilities room
    - Building to be located within central location in order to maximise service to all playing fields.
- ▶ Regional Sporting Facilities:
  - Land:
    - Min 20ha and within approx 30 minutes travel time
  - Lighting:
    - Minimum of 1 field with competition standard lighting - 100 lux (higher for cricket, softball, baseball and hockey)
    - Minimum of 1 field with training standard lighting – 50 lux
  - Drainage & Irrigation:
    - All fields with sub-surface drainage and irrigation
  - Clubhouse/ Amenities:
    - 500 – 700m<sup>2</sup>
    - 4 x change rooms with toilets, showers
    - Public toilets
    - First-aid/ medical room
    - Umpire/ referee room
    - Technical room (timekeeping/ scoring)
    - Kiosk and kitchen
    - Club room
    - Office
    - External covered viewing area
    - Internal storage
    - External storage
    - Cleaning store
    - Plant/ utilities room
    - Circulation space
    - Gymnasium area
    - Building to be located within central location in order to maximise service to all playing fields.

## Rationale

There are no current standards of service for the provision of sport and recreation land and facilities in Campbelltown City Council. The adoption of a classification hierarchy and implementation of Desired Standards of Service will ensure that future land and facility supply is of suitable standard, accessible, appropriately scaled, and sufficient to service the future sport and recreation needs driven by population growth. They will enable better planning and budgeting outcomes.

Along with other recommendations in this Strategy, the desired standards of service will enable Council to prepare a Developer Contribution Plan for open space, sport and recreation facilities.

Recommendation #3 – Walk/ Cycle Strategy	Priority
Prepare a walk/ cycle path strategy aimed at maximising opportunities for walking/ cycling and improving connectivity of the network (preferably integrated with an Active Transport Strategy).	Medium Term

### Rationale

There is very strong scientific evidence, based on a wide range of well-conducted studies, that physically active people have a lower risk of developing a number of disabling medical conditions, and lower rates of various chronic diseases than inactive people (eg coronary heart disease, stroke, type 2 diabetes, breast cancer, colon cancer and depression). Facilitating residents' capacity to safely walk or cycle is an important contributor toward improving physical activity levels and reducing obesity levels. For over a decade national surveys have consistently identified walking as the most frequently participated-in exercise, recreation or sporting activity of New South Wales residents aged 15 and over. Participation rates for women are much higher than for men, but the activity still ranks as number one for both men and women.

Campbelltown City Council does not have a walk/ cycle path strategy. Such a strategy will ensure that paths are well located, have good connectivity, are properly designed, and encourage people to use them. Ideally, the walk/ cycle path strategy should be integrated within an active transport strategy.

## 2.2.3 Outdoor Sport

Recommendation #1 – Address Future Land Needs	Priority
<p><b>Address the projected 2036 land shortfall of 243ha for outdoor sport by:</b></p> <p>a) Improving the capacity of existing sport and recreation facilities, particularly in the planned infill developments in the Glenfield to Macarthur Renewal Corridor, through:</p> <ul style="list-style-type: none"> <li>› Utilising currently unallocated sport and recreation land (10.8Ha) subject to confirmation that this land complies with the desired standards of service (refer Planning Process for Future Land and Facilities/ Standards of Service recommendation)</li> <li>› Increasing the intensity of use of district or regional playing fields from the current median of 15 hours per week to 22.5 hours per week (but no more than 30 hours per week).</li> <li>› Progressively upgrade lighting, drainage, irrigation and buildings at existing district or regional playing fields in accordance with Council priorities (refer to Appendix B - Supporting Resource Document).</li> </ul>	Short to Long term
<p>b) Adopt the following selection criteria to assist Council in determining priorities for upgrading existing facilities:</p> <ul style="list-style-type: none"> <li>› Facility is situated within high growth area</li> <li>› Improves the functionality of land (eg drainage, lighting, amenities, parking)</li> <li>› Addresses safety/ risk management issues</li> <li>› If not addressed, there is a high risk exposure to Council</li> <li>› Part of an endorsed master plan</li> <li>› Identified as a high need in the Sport and Recreation Strategy</li> <li>› Identified as a high need in other Council strategies</li> <li>› Existing facility/ area is at capacity</li> <li>› Likely to increase operating efficiency or significantly reduce operating costs</li> <li>› Has high likelihood of partnership funding</li> <li>› Has minimum impact on sensitive environmental areas</li> <li>› Has lower impact on future Council operating expenditure</li> <li>› Benefits multiple community/ user groups</li> <li>› Facility is accessible for informal recreation use out of hours</li> <li>› Addresses lack of facility provision</li> <li>› Beneficiaries (if a club) have demonstrated financial/ management capacity</li> <li>› Improves accessibility and/ or participation opportunities for people with disabilities</li> <li>› Addresses urban amenity issue(s)</li> <li>› Has high potential for partnership funding</li> </ul>	



c) Plan to develop new sport and recreation facilities (preferably as regional scale multi-sport hubs where possible) within proposed major future development areas, in particular: <ul style="list-style-type: none"> <li>➤ East Leppington;</li> <li>➤ Macarthur; and</li> <li>➤ Mt Gilead and Menangle Park.</li> </ul>	Medium to Long Term
d) Ensure community access to sport and recreation facilities at the Western Sydney University Sports Centre of Excellence.	Short Term and Ongoing
e) Develop criteria for sports field lighting to ensure funding is directed towards the areas and facilities with the highest demand (refer to Table 11 of Supporting Resource Document for more detail on the number of playing fields capable of being upgraded or that support installation of new lighting). Ensure entire fields are lit (ie avoid partial lighting of fields)	Short Term & Ongoing
f) Use the Current Facility Analysis Table (Appendix B – Supporting Resource Document) to inform: <ul style="list-style-type: none"> <li>➤ Council capital works budgets;</li> <li>➤ The development of a Section 94 Contributions Plan;</li> <li>➤ Voluntary Planning Agreements; and</li> <li>➤ Development Agreements</li> </ul>	Short Term & Ongoing

### Rationale

The population of Campbelltown City Council is projected to grow to 342,458 by 2036. This represents a further 191,288 people since 2011 and will generate an estimated 145,029 extra participants in sport and recreation. An estimated additional 121 playing fields comprising 243Ha of sports land will be required to service the needs of the new population. Improving the capacity and functionality of existing sport and recreation facilities, together with the planning of new facilities will be needed to meet future needs. Larger, well located facilities in growth areas which meet the proposed desired standards of service, and accommodate multiple activities, will maximise usage and economies of scale.

The Western Sydney University plans to develop a Sports Centre of Excellence, including outdoor playing fields. Community access to the playing fields will also assist in servicing some future demand.

Sports field lighting in Campbelltown has been installed/ upgraded in an ad hoc manner, including examples of the installation of single light poles within poor positions. A criteria for sports field lighting is necessary to ensure future investment is directed to those areas of greatest demand and to appropriate standards.

### Recommendation #2 – Events Precinct

	Priority
a) Consider designating the Campbelltown Showgrounds precinct as the priority destination for community/ cultural events in order to prevent the need to host events at other sport and recreation facilities.	Medium Term
b) Work with Harlequins Rugby Union Club to identify an alternative site that supports the future growth of rugby union in Campbelltown and ensures no net loss of facilities to the Club.	Medium Term

### Rationale

Campbelltown City Council does not currently have a priority destination for community/ cultural events. Events held on playing fields throughout the city interrupt sport training and competitions both during and post-event due to necessary repairs to playing surfaces. The Showgrounds are a visible, central location that are already used for a variety of community/ cultural events.

Whilst this site has been used by Harlequins Rugby Union for many years, there is no ability for rugby union to grow at this location. The current provision of two playing fields will be further impacted following development of the planned access road through the site. In order to provide a suitable, centrally located community/ cultural events venue and enable the future growth of rugby union in Campbelltown, an alternative site will be required for Harlequins Rugby Union.

Recommendation #3 – Criterium Track	Priority
<p>Investigate the feasibility, location, cost and design for a criterium track to service road cycling and road running activities in Campbelltown City Council (potentially as part of a multi-sport hub within major planned future development areas such as Mt Gilead and Menangle Park, and potentially servicing a broader region).</p>	<p>Medium Term</p>
<p><b>Rationale</b></p>	
<p>Recent trends suggest an ongoing increase in recreational and competitive cycling as this activity increases in popularity. The cycling track at Macquarie Fields is close to capacity at peak times and there is conflict between user groups for access to this track. Given the recent and projected future growth of Campbelltown City, increased vehicular traffic will result in a less safe environment for cyclists and road runners. Further, recent industrial areas in Campbelltown used for cycling events during off-peak trading times (i.e. Sundays) are no longer available as trading spans seven days a week.</p> <p>A criterium track would provide a safe environment for informal and formal cycling and road running. A site within the southern corridor of Campbelltown City would supplement the current cycle track in the north of the City at Macquarie Fields. Pending the investigation of a new criterium track, formalise access arrangements at the Macquarie Fields cycle track.</p>	
Recommendation #4 – Crime Prevention Design Principles	Priority
<ul style="list-style-type: none"> <li>▶ Ensure current and future sport and recreation facilities incorporate contemporary CPTED principles (Crime Prevention Through Environmental Design).</li> </ul>	<p>Short Term &amp; Ongoing</p>
<p><b>Rationale</b></p>	
<p>Concerns relating to graffiti and wilful damage to sport and recreation facilities was a very clear theme that emerged from consultation undertaken with the Campbelltown community for this study. Ensuring current and future sport and recreation facilities meet contemporary CPTED principles will assist to reduce damage, avoid interruptions to use, and generate repair and maintenance cost savings.</p>	
Recommendation #5 – Maintenance and Upgrading of Facilities	Priority
<p>a) Develop assessment criteria to determine priority facility upgrades and assist clubs to source external funding to undertake works. Desired improvements sought by clubs/associations as expressed in the consultation process were as follows:</p> <ul style="list-style-type: none"> <li>▶ Bradbury Oval (replace synthetic cricket wicket (#2) and upgrade clubhouse)</li> <li>▶ Clarke Reserve (upgrade clubhouse incorporating meeting room; improved access for people with disabilities)</li> <li>▶ Coronation Park (improved car parking and access arrangements; clubhouse and amenities for soccer fields)</li> <li>▶ Macquarie Fields Cycle Track (expanded fencing around track)</li> <li>▶ Macquarie Fields Tennis Courts (new pathway and seating at entry to main courts; new shaded seating areas; improved PWD access; upgrade court surfaces and fencing; upgrade clubhouse)</li> <li>▶ Memorial Oval (upgrade clubhouse; branding signage)</li> <li>▶ Milton Park Softball (upgrade all diamonds; upgrade clubhouse and toilets; develop administration/ office area; repair and expand awning outside administration block; expand pathway network and improve access for PWD; install spectator shade structures; install spectator seating (#1 &amp; #2); upgrade canteen facilities)</li> <li>▶ Raby Sports Complex (replace turf wickets #1 &amp; #2; upgrade amenities building; construct boundary fences; install safety height fences along rear wall of training wickets)</li> <li>▶ Rosemeadow Tennis Courts (increased shading, upgrade clubhouse and amenities block; expand pathways and hardstand areas)</li> <li>▶ Waminda Oval (upgrade clubhouse; permanent shelters on sides of fields; scoreboard)</li> <li>▶ Worrell Park (walking tracks; update existing facilities)</li> </ul>	<p>Short to Medium Term</p>
<ul style="list-style-type: none"> <li>▶ b) Develop a set of maintenance standards for all sport and recreation facilities.</li> </ul>	<p>Short Term</p>
<ul style="list-style-type: none"> <li>▶ c) Concentrate field maintenance and repairs over the summer for grounds predominantly used by winter sports, and over the winter for fields predominantly used for summer sports.</li> </ul>	<p>Short Term &amp; Ongoing</p>

<ul style="list-style-type: none"> <li>➤ d) In order to more accurately identify the costs of maintaining open space attributed to formal and informal use, ensure that these costs are captured in a way that enables separate reporting of the amounts.</li> </ul>	Short Term
<ul style="list-style-type: none"> <li>➤ e) Record the intensity of use, by field, for Council owned sport and recreation facilities.</li> </ul>	Short Term

**Rationale**

There are a number of facilities that are recognised by users and Council as having poor drainage. This is having an adverse impact on the ability of users to fully utilise their facility. Upgrading the drainage performance of the playing fields will improve the capacity and usage of playing fields.

Clubs/ associations have proposed a series of facility upgrade and development improvement at their facilities. As Council would not have the capacity to implement and fund all recommendations of this Strategy, assessment criteria to determine priority facility upgrades is necessary. Further, facility improvements may attract external funding and therefore Council should assist clubs with funding applications.

There is dissatisfaction among several user groups with the standard of maintenance provided by Council at sport and recreation facilities. Some of these views may be as a result of there being confusion between Council and user groups about the standard of maintenance to be provided. A clear set of maintenance standards will assist to clearly outline the minimum standard of maintenance that user groups can expect of Council. Further, the maintenance standards can be used to better inform internal Council's asset management and maintenance planning and budgeting.

Given the increasing use and competition for Campbelltown playing fields, it is recommended where possible, that Council program major maintenance during off-seasons (eg. summer for grounds predominantly used by winter sports, and over the winter for fields predominantly used for summer sports. This will allow unimpeded access and better rest and recovery times.

Currently data on the cost to maintain Council's open space is combined as one total cost regardless of the type of space or use. Separating the costs of sport and recreation facilities from broader open space maintenance will better inform future planning and budgeting. Monitoring the intensity of use of playing fields to inform access and tenure decisions and maintenance planning and budgeting outcomes is extremely important. Currently, Council does not collect intensity of use data on all playing fields and retains data on a 'per facility' basis, not 'per playing field'. Recording intensity of use data by playing field will better inform future tenure and management decision making.

Recommendation #6 – Management of Playing Facilities	Priority
a) Monitor and prevent user groups from using sport and recreation facilities beyond their seasonal allocation, including during periods targeted for rest and/ or maintenance.	Short Term & Ongoing
b) Update the Playing Fields Policy to incorporate: <ul style="list-style-type: none"> <li>➤ Access arrangements, including exclusive use facilities;</li> <li>➤ Defined Council maintenance standards;</li> <li>➤ Maintenance, waste, cleaning and operating responsibilities of hirers and Council;</li> <li>➤ Permitted use;</li> <li>➤ Priority access arrangements;</li> <li>➤ Approved line marking and other materials;</li> <li>➤ Fees and charges; and</li> <li>➤ Communication protocols.</li> </ul>	Short Term
c) Prepare hire agreements that incorporate: <ul style="list-style-type: none"> <li>➤ Access arrangements, including playing field hours of use threshold and noting of designated year-round exclusive use facilities</li> <li>➤ Defined Council maintenance standards</li> <li>➤ Maintenance, waste, cleaning and operating responsibilities of hirers and Council</li> <li>➤ Permitted use</li> <li>➤ Approved line marking and other materials</li> <li>➤ Fees and charges; and</li> <li>➤ Communication protocols.</li> </ul>	Short Term

<p>d) Require hirers of Council sport and recreation land to produce the following information to ensure effective governance arrangements are in place for Council owned facilities:</p> <ul style="list-style-type: none"> <li>› Up-to-date strategic plan</li> <li>› Position description for key committee roles</li> <li>› Volunteer management plan, including strategies for succession planning</li> <li>› Annual budget</li> <li>› Have at least a current President, Treasurer and Secretary; and</li> <li>› Proof of public liability and other relevant insurances.</li> </ul>	Short Term & Ongoing
<p>e) Consider granting priority access to clubs/ associations and schools that are predominately comprised of residents of Campbelltown City.</p>	Medium Term

**Rationale**

Campbelltown City Council's current Playing Fields Policy does not provide a detailed framework for the access, use and management of playing fields. Further, there is no formal hire agreement between Council and user groups that clearly outlines the terms, roles and responsibilities of the parties. The Playing Fields Policy should be updated and a Hire Agreement prepared to capture critical information for the management of playing field.

Sport and recreation facilities are high-cost assets that need to be managed as effectively as possible to ensure they remain fit-for-purpose. The custodians of Council's sport and recreation facilities are predominately not-for-profit, volunteer operated clubs. It is important that these clubs have suitable governance and management arrangements in place to provide confidence to Council that their assets are being well cared for. On this basis, Council should encourage strong club administrative practices by requiring the provision of a minimum set of standards be achieved by clubs in order to guarantee ongoing access to facilities.

Demand for sport and recreation facilities within Campbelltown and surrounding LGA's will continue to grow. Prioritising access to Campbelltown sport and recreation facilities to local residents and schools will help to ensure as many members of the Campbelltown community are physically active and healthy. This will require policy development and monitoring, the time and cost of which will need to be weighed against the benefit of maximising Council's investment in sport and facilities and their benefits to residents.

Recommendation #7 – Managing Season Creep	Priority
<p>Designate one exclusive use, year-round facility for each of the major participation sports (eg. cricket, soccer, rugby league, AFL) in order to:</p> <ul style="list-style-type: none"> <li>› Prevent the use of sport and recreation facilities outside of prescribed seasonal timeframes;</li> <li>› Provide a year-round facility option for sports to hold competitions and events outside of their seasonal allocation period; and</li> <li>› Provide an out of season option to support elite/ high performance training/ competitions.</li> </ul>	Short Term

**Rationale**

Season creep is an increasing trend in Campbelltown and throughout Australia as the length of summer and winter seasons are increasing. This creates competition for use of shared playing fields between summer and winter groups and limits the Council's ability to undertake adequate maintenance regimes on the surfaces.

Allocating the major participation sports an exclusive use, year-round facility will enable them to conduct off-season competitions/ events and cater for elite/ high performance needs. In order to ensure the success of this approach, it is critical that Council monitor and prevent user groups from accessing non-exclusive use facilities beyond their seasonal allocation.

## 2.2.4 Aquatic Facilities

### Recommendation

Undertake a detailed regional aquatic facility analysis in order to confirm the:

- › Number and location of new aquatic facilities required;
- › Design to meet contemporary needs; and
- › Opportunity to co-locate with other indoor sport and recreation facilities.

### Priority

Short Term

### Rationale

With three current aquatic centres and future growth anticipated to be predominately within the southern and northern corridors of Campbelltown City, detailed regional aquatic facility analysis is required in order to develop a comprehensive strategy that informs existing capacity, future constraints, new facility opportunities and sustainable options for meeting future needs.



## 2.2.5 Indoor Facilities

Recommendation #1 – Address Indoor Court Shortfall	Priority
<p>Address the current (-14) and future (-22) shortfall of indoor courts by:</p> <ul style="list-style-type: none"> <li>› Seeking to develop a new multi-court indoor facility to service part of the current estimated shortfall in Campbelltown City</li> <li>› Ensuring any new indoor court facility be co-located with other sport and recreation facilities as part of a multi sports hub or aquatic facility; and</li> <li>› Investigating partnership opportunities with schools (eg. Leumeah High School) for the development of new multi-purpose indoor court facilities.</li> </ul>	Short Term & Ongoing

### Rationale

Campbelltown City currently has a shortfall of indoor courts and this is anticipated to increase further as a result of the estimated future population growth. In order to address the shortfall, a new multi-court indoor facility is required as single-court facilities are unsuitable for sports court competitions. Ideally, the multi-court indoor facility will incorporate other sport and leisure elements to maximise its viability. Further the new facility could be co-located with aquatic facilities. Consultation undertaken with Leumeah High School for this Strategy identified the school is interested in exploring a potential partnership with Council to develop a shared school-community use multi-court indoor facility.

Recommendation #2 – Master Plan Minto Sports Precinct	Priority
<p>Prepare a Master Plan for the Minto Sports Precinct (incorporating the Minto Indoor Centre) in order to examine the potential to better meet contemporary competition and management standards, and to improve car parking and access arrangements. Do not increase the number of courts at the Minto Indoor Centre.</p>	<p>Plan = Short Term Implementation = Short to Medium Term</p>

### Rationale

Minto Indoor Centre is Council's only multi-court indoor facility. It is well utilised and close to capacity during peak times. The run-off around the courts is less than the desired standard for several indoor sports. This results in the facility being unable to bid for major events. Funding for a 9m expansion to support increased spill-over space and futsal activities has been secured with works planned for 2016. The entry and kiosk areas are inconsistent with contemporary leisure centre design trends that have central, visible and open spaces designed to maximise secondary spending within centres. There is strong competition for car parking between the indoor centre, rail commuters and the adjacent Coronation Park netball facility. A master plan for the Minto Sports Precinct (incorporating the Minto Indoor Centre) is required in order to improve the functionality and viability of the site.

Recommendation #3 – Expand Macquarie Fields Fitness Centre Hours	Priority
<p>Expand the opening hours of the Macquarie Fields Fitness Centre to support early morning openings on all mid-week days.</p>	Short Term

### Rationale

Peak hours of use of health and fitness centres are before work (early morning) and after work (late afternoon/ early evening). Further, consistency of trading hours supports members to take a flexible approach to their workout around competing life responsibilities. The Macquarie Fields Indoor Sports Centre has varied opening times throughout the week and only opens early (eg. 5.30am) on two days. In order to adapt to health and fitness participation trends and to maximise membership and the viability of the Centre, consistent early opening times on all mid-week mornings is recommended.

## 2.2.6 Resourcing Strategy

Recommendation	Priority
a) Develop a resourcing strategy to implement the recommendations of this Sport and Recreation Strategy, including to inform operational, capital works and Section 94 budgets, and other funding opportunities.	Short Term
b) Review organisational capability to ensure that adequate staff exist to implement the Sport and Recreation Strategy	Short Term
c) Explore partnership opportunities with Western Sydney University for internship placements for students to work and gain experience within the healthy lifestyles and sport and recreation areas of Council.	Short Term
d) Establish a whole-of-Council working group in order address the estimated future shortfall in sport and recreation land and facilities and to ensure that any future Developer Contributions Plan, Voluntary Planning Agreements, and Development Agreements are consistent with the recommendations of this Strategy.	Short Term

### Rationale

A resourcing strategy is required in order to confirm priorities and inform internal budgets and external funding opportunities. Further, Council may need further officer support in order to drive the implementation of Strategy recommendations. Establish a partnership with Western Sydney University to offer internships to university students in order to increase internal resourcing and provide a new employment pathway into the sport and recreation department of Council may assist with implementation of the Strategy.

The responsibility to implement the desired standards of service within Council's planning arrangements and to address the estimated shortfall of sport and recreation land and facilities is Council's responsibility as a whole. A coordinated approach between the relevant departments within Council is critical to ensure this challenge is addressed effectively and considers broader Council planning and funding issues.



## 2.2.7 Master Planning

Recommendation #1 – Existing Sports Reserves	Priority
<p>a) Prepare master plans for the following sport and recreation facilities identified by Council in order to resolve future usage, capacity, use conflicts and priorities to meet future demand:</p> <ul style="list-style-type: none"> <li>› Macquarie Fields Sports Precinct (including Milton Park)</li> <li>› Victoria Park, Kayess Park and Bow Bowling Creek</li> <li>› Eaglevale Reserve</li> <li>› Ambarvale Sports Complex</li> <li>› Lynwood Park</li> <li>› Bradbury Park</li> <li>› Kooringa Reserve</li> <li>› Seddon Park.</li> </ul>	Short to Medium Term

### Rationale

A number of sites emerged from the study that require future master planning in order to support the most effective use of the space through confirmation of current and future demand and to ensure contemporary design and value for money outcomes from future investment. The sites have been identified as a result of one or several of the following issues:

- › User group conflict
- › Capacity issues
- › Identification of expanded or new use opportunities; and
- › Need to better service current and future growth of current user groups.

Recommendation #2 – Tennis	Priority
Prepare a Campbelltown City Tennis Strategy in order determine the future provision of tennis facilities in the city, and to identify the preferred site for the development of a regional tennis facility. In consideration of the potential funding partnership, the Tennis Strategy should be prepared in consultation with Wests Leagues Club.	Short Term

### Rationale

Wests Leagues Club intends redeveloping its site that currently has 14 tennis courts in Leumeah. The loss of this number of courts would have a significant impact on servicing the demand for tennis in Campbelltown City. Wests Leagues Club have committed to funding the development of a new 16 court tennis and futsal facility, subject to an agreement to access of a suitable site between Council and Wests. Victoria Park was identified by Wests Leagues Club as its preferred site to develop the new tennis/ futsal facility, however Council is yet to determine its preferred location for a regional scale tennis facility. Further, following public consultation of the draft Campbelltown Sport and Recreation Strategy, several responses were received from members of the community raising concerns about the possible loss of tennis courts in the city. The preparation of a Campbelltown City Tennis Strategy will guide the future provision of tennis facilities in the city and determine the preferred location for the development of a regional tennis facility.

Recommendation #3 – Baseball	Priority
Work with baseball clubs/ associations and Baseball NSW to more effectively utilise existing baseball facilities located at Gilchrist Oval, St Helens Park, Kennett Park and Woodlands Road Reserve, and in order to explore opportunities to potentially rationalise current facilities and covert the space for alternative uses.	Short Term

### Rationale

Campbelltown City has four baseball facilities with single fields at Gilchrist Oval, St Helens Park, Kennett Park and Woodlands Road Reserve – all situated within reasonably close proximity to each other. Gilchrist Oval is heavily utilised in winter (54 hours per week). There may be opportunities to more effectively use and/ or rationalise the baseball facilities in order to support more effective facility, competition management and viability outcomes.

Recommendation #4 – Mountain Biking	Priority
Prepare a master plan for Kanbyugal Reserve in order to explore the potential to develop the site into a Mountain Biking facility capable of supporting informal and formal mountain biking.	Short Term

### Rationale

The demand for access to trails to support mountain biking activities is increasing. The informal trails at Kanbyugal Reserve have historically been used by the community for MTB purposes, however the trails are not fully developed. The site is accessible and of sufficient size, dimension and topography to support MTB. In order to better support current and future MTB demand, including for informal and formal MTB participation, a master plan for Kanbyugal Reserve is recommended.



## 2.2.8 Programs

Recommendation #1 – Active and Healthy Program	Priority
<p>Expand an active and healthy program for Campbelltown that contributes to creating a healthy and active City by delivering sustainable and accessible physical activity programs. The active and healthy program should:</p> <ul style="list-style-type: none"> <li>▶ Concentrate activities within the areas with the highest index of disadvantage within Campbelltown City (eg. Claymore, Airds, Macquarie Fields);</li> <li>▶ Ensure activities are delivered in central, visible and accessible locations;</li> <li>▶ Establish partnerships with external providers to promote a suite of physical activity programs;</li> <li>▶ Consider introducing incentive-based promotions to encourage new participants to programs (eg. introduce a new participant to a class to receive a free session);</li> <li>▶ Considers Council’s capacity to subsidise some or all of the active and healthy programs; and</li> <li>▶ Explore partnership opportunities with existing fitness providers and formal sport and recreation clubs to provide pathways for long term sustainable active and healthy participation.</li> </ul>	<p>Medium Term</p>

### Rationale

As outlined at Section 2.2.2 Planning Process for Future Land and Facilities, Recommendation #3 – Walk/ Cycle Strategy, there is very strong scientific evidence, based on a wide range of well-conducted studies, that physically active people have a lower risk of developing a number of disabling medical conditions, and lower rates of various chronic diseases than inactive people (eg coronary heart disease, stroke, type 2 diabetes, breast cancer, colon cancer and depression). People in lower socio-economic areas often have lower levels of participation in physical activity. There is a growing awareness of the importance of local government in enabling people to lead active and healthy lives. Campbelltown City Council has recently introduced programs aimed at encouraging the community to be more physically active (eg. Park Run, Live Life Be Active). Participation in local physical activity programs contribute to improved physical and mental health and provide opportunities to create social networks. Having social support and being physically active with others is also a strong determinant of participation in physical activity. An expanded Active and Healthy Program can target specific areas or populations and, by working in partnership with health agencies or Western Sydney University, the impacts of these programs can be measured

Recommendation #2 – Club Development Programs	Priority
<p>Facilitate club development programs aimed at assisting clubs to meet the governance and management performance measures outlined above (refer to Policy recommendations). Explore partnership opportunities with the NSW Government and Wests Leagues Club, to assist sport and recreation clubs to improve governance and management arrangements.</p>	<p>Short Term</p>

### Rationale

The strength of sport and recreation clubs is extremely important as these organisations play a critical role in providing physical activity opportunities for communities. Further, many of the clubs are custodians of Council-owned sport and recreation facilities. It is in Council’s interest to ensure Campbelltown clubs are as strong as possible. In order to achieve this, it is recommended that Council facilitate, in partnership the NSW Government and Wests Leagues Club, the delivery of club development programs aimed at improving governance, management and administrative practices.



